

VAIL RESORTS®

EXPERIENCE OF A LIFETIME



NORTHSTAR™
CALIFORNIA

EMERGENCY RESPONSE PLAN

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Executive Summary

This document outlines actions that Vail Resorts and Northstar California Leadership and employees may take in the event of an emergency. The ERP serves a guide for resort management and staff to effectively manage the response to the event or incident. Actual circumstances may require actions that are varied from or not covered in the ERP. The primary objectives of Vail Resorts Emergency Response are to:

- Protect the health and safety of employees and guests
- Protect company property and infrastructure
- Ensure business continuity

This document is meant to serve as a reference and training guide in the management, stabilization, and recovery of emergency incidents and accidents.

PLAN SECTIONS

This plan is organized into seven sections to allow it to be used as both a tool during an emergency as well as a training guide. The sections in the order are as follows:

- Mountain Evacuation Plan
- Incident Action Plans
- Resort/Property Contact Information
- Incident Command Team Checklists
- Department Roles and Responsibilities
- Emergency Response Program
- Reference Materials (Appendices)

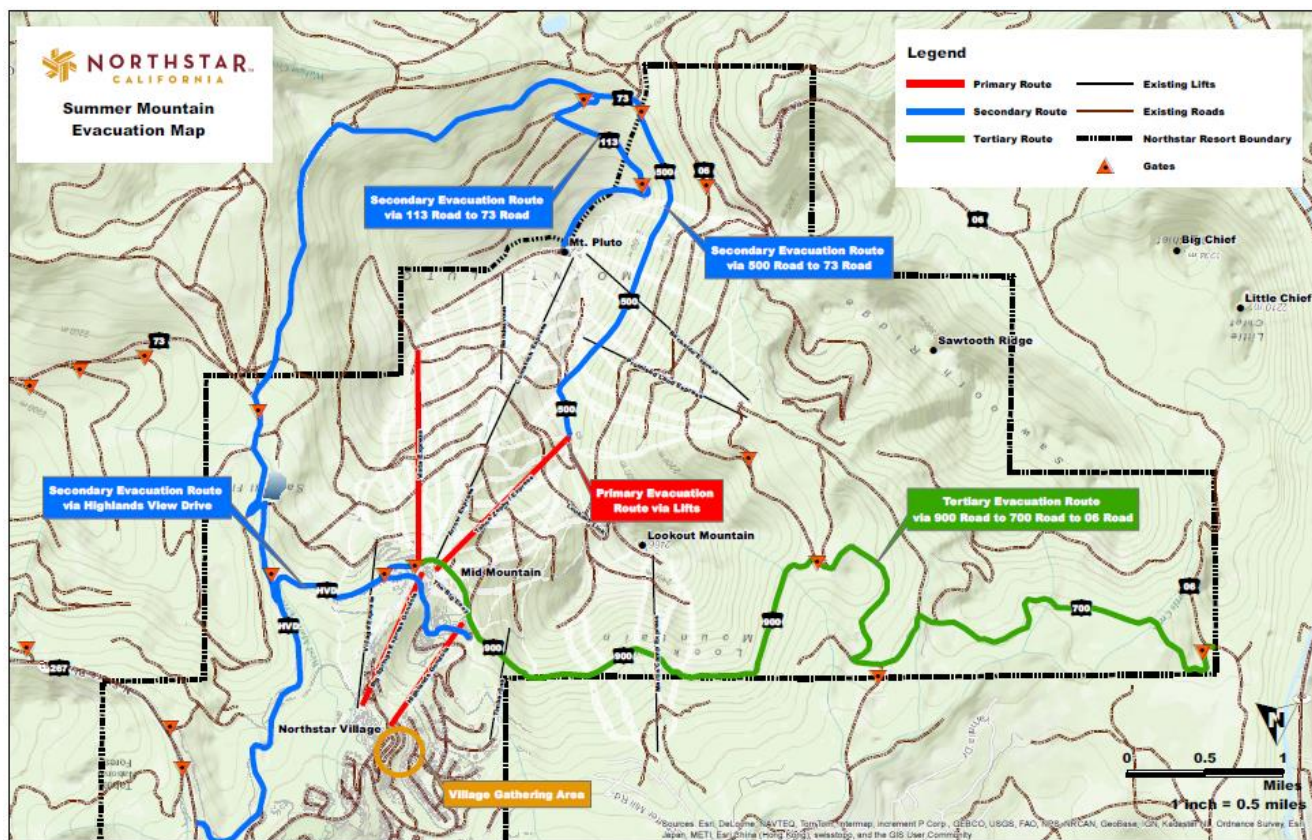
Incident Action Plans

Mountain Evacuation

The mountain evacuation of guests and employees is an essential part of many emergency response plans. Evacuation should be initiated if conditions such as inclement weather or wildland fire have the potential to strand and/or threaten guest or employee safety. Partial evacuation may also be necessary to effectively respond to emergency events. The following factors and steps should be considered:

1. Communicate the initiation of mountain evacuation and closure to employees and guests.
2. Guide guests in a calm manner to primary evacuation route.
3. If primary evacuation route is compromised, use alternate route(s).
4. Sweep and secure mountain facilities and activities.
5. Ensure employees and guests are safely evacuated and accounted for.

The Mountain Evacuation Map can be found in every mountain structure and the plan is located on page 4.



Mountain Evacuation Plan

The evacuation plan is the process to be followed for the immediate and urgent movement of people away from the threat or actual occurrence of a hazard.

RESPONSE CHECKLIST:

- ☐ Ensure that guest and employee safety are the top priority when making any decisions.
- ☐ Notify appropriate personnel via the Northstar Incident Notification Diagram, as dictated by particular emergency event.
- ☐ Identify evacuation method; refer to mountain evacuation map.
 - Downloading of lifts and gondolas should be primary method.
 - If lifts cannot be used, or gondola speed of 3 m/s cannot be sustained as determined by Lift Maintenance, secondary method will be foot, bike, or ski traffic if safe to do so.
 - If threat is due to severe weather and neither lifts nor vehicles can be used, enact a shelter in place until it is safe to leave the facility.
 - Tertiary vehicle routes and assets should only be used if secondary routes cannot be accessed.
- ☐ Enlist supervisory personnel to assist.
- ☐ If using lifts and gondolas, appoint greeters at top and bottom of each lift to assist guests.
- ☐ If using vehicle assets, contact Security and Transportation immediately for arrangement of vehicles.
- ☐ If using shelter in place:
 - Communicate with Ski Patrol for weather monitoring and updates.
 - Distribute water, blankets, meals, and additional services as required.
 - Once deemed safe, identify evacuation method and continue.
- ☐ Account for all guests and employees once evacuation is complete.
- ☐ Confirm sweeps for mountain buildings.
- ☐ Do not discuss incident with media or guests. Refer any questions to Communications Manager.

Active Shooter

An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms and there is no pattern or method to their selection of victims.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
3. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Security Manager	Security	2	(530)305-7110	(530)562-2258
2. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442

DISPATCH CHECKLIST:

- ☐ Call 911 to report an active shooter in progress at (location). This will get immediate response from all local Law Enforcement agencies.
- ☐ Announce over radio, "All personnel take immediate action, active shooter on property at (location); evacuate area as quickly as possible. In unable to do so barricade or lock yourselves inside a secured room."
- ☐ Restrict radio traffic to emergency communication only.
- ☐ Initiate incident notification calls via the Incident Notification Chart.
- ☐ Remain on station as long as it is safe to do so.
- ☐ Track incident progress and occurrences.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMANDER CHECKLIST:

- ☐ Ensure emergency response teams are notified.
- ☐ Ensure swift evacuation of affected area.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Consider closing Mountain Operations; start last chair and sweep procedures.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure affected departments account for all employees.

- ☐ Ensure the Communications Department has been notified and has a statement and communication strategy.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

SECURITY CHECKLIST:

- ☐ Do not send security officers into affected area.
- ☐ Facilitate needs of law enforcement.

Refer to the Dept. of Homeland Security's Active Shooter Preparedness program available at www.dhs.gov.

Air Quality

Poor Air Quality occurs when pollutants in the air reach high enough concentrations to endanger human health and/or the environment. It can include but is not limited to smoke from wildland fires, chemical spills, and hazardous fumes.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Director Skier Services	10	1	(530)414-0113	-
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
2. Health & Safety Coordinator	7	1	(925)451-4569	(530)562-2240

At first sign of poor air quality, reporting party should notify the Health & Safety Department.

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure messaging regarding conditions and permitted activities reaches all applicable departments.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

HEALTH & SAFETY CHECKLIST:

- ☐ If poor air quality is the result of chemical fumes, refer to “Hazardous Material Spill” section.
- ☐ Continuously monitor reported air quality readings of Placer County.
- ☐ Refer to EPA Air Quality Guidelines Chart found on page 9.







- ☐ Determine daily employee and guest operations based on EPA/Health & Safety recommendations for current Air Quality Index.

Refer to Airnow.gov for the Air Quality Index and daily local air quality forecasts, available at airnow.gov/index.cfm?action=airnow.main

EPA Air Quality Guidelines

AIR QUALITY INDEX LEVELS OF HEALTH CONCERN	NUMERICAL VALUE	MEANING
Good	0 to 50	Air quality is considered satisfactory, and air pollution poses little or no risk
Moderate	51 to 100	Air quality is acceptable; however, for some pollutants there may be a moderate health concern for a very small number of people who are unusually sensitive to air pollution.
Unhealthy for Sensitive Groups	101 to 150	Members of sensitive groups may experience health effects. The general public is not likely to be affected.
Unhealthy	151 to 200	Everyone may begin to experience health effects; members of sensitive groups may experience more serious health effects.
Very Unhealthy	201 to 300	Health warnings of emergency conditions. The entire population is more likely to be affected.
Hazardous	301 to 500	Health alert: everyone may experience more serious health effects

Health & Safety Recommendations

LEVEL	RECOMMENDATION
	No guest or employee work restrictions
	No guest or employee work restrictions
	A message will be sent to MLT notifying of the air quality level. Guests or employees with pre-existing respiratory or medical conditions will be encouraged to reduce outdoor activity.
	A message will be sent to MLT notifying of the air quality level. All guests and employees will be encouraged to reduce outdoor activity.
	A message will be sent out to MLT notifying of the air quality level. All outdoor activity will be suspended until further notice.
	A message will be sent out to MLT notifying of the air quality level. Follow recommendations of local authorities.

Aircraft Crash

An aircraft crash is defined as an incident in which an aircraft hits land or water and is damaged or destroyed. Any crash or emergency landing that is within or adjacent to resort/ski area property and is affecting operations should be considered.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442
2. Senior Manager Resort Ops	480	7	(530)210-3144	(530)562-3503

DISPATCH CHECKLIST:

- ☐ Obtain information on location and notify 911.
- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication only.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to Communications Department.

INCIDENT COMMANDER CHECKLIST:

- ☐ Facilitate evacuation of affected area.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure affected departments account for all employees.
- ☐ Facilitate any resource needs of rescue personnel.
- ☐ Ensure the Federal Aviation Administration has been contacted and informed of the crash.
- ☐ Determine need for patrol response or potential cascading events.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.

☐ Consult Northstar management for guest recovery procedures as needed.

Avalanche/Snow Immersion

An avalanche is defined as a significant snow slide that could potentially bury a person or persons and adversely affect the operation of the ski area. A snow immersion is defined as a hidden void or depression that has the potential to cause suffocation.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442

Upon initial report of an avalanche, reporting party should notify Ski Patrol Dispatch.

DISPATCH CHECKLIST

- ☐ Refer to Avalanche Procedures found in Appendix A.
- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication only.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Notify Placer County Sheriff in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to Communications Department.

INCIDENT COMMANDER CHECKLIST:

- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Authorize the execution of ski patrol rescue procedures.
- ☐ Communicate with Management on rescue strategies and plan.
- ☐ Confirm search area has appropriate closures; lift access to slide area may need to be restricted.
- ☐ Facilitate additional equipment, supplies, and personnel needed by Ski Patrol and Rescue Leader. Consider calling in rescue personnel from adjacent resorts or Search and Rescue.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Ensure reporting party is escorted to Ski Patrol station.

- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure US Forest Service and California Tramway Passenger Board are notified as appropriate.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult with Legal/Risk Management if necessary.
- ☐ Consult Northstar management for guest recovery procedures as needed.

SKI PATROL CHECKLIST

- ☐ Activate Northstar Avalanche Procedures with authorization from IC. Refer to page Appendix A.
- ☐ Identify a Rescue Leader.
- ☐ Maintain continuous reporting to IC and Dispatch.

Bomb Threat

A threat – usually verbal, written, or via telephone – to detonate an explosive or incendiary device and cause property damage, death, or injuries, whether or not such a device actually exists.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
3. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Security Manager	Security	2	(530)305-7110	(530)562-2258
2. Manager Base Area Ops	450	7	(530)210-5833	(530)562-3595

DISPATCH CHECKLIST:

- ☐ Obtain information on location and type and notify 911.
- ☐ Refer to Bomb Threat procedures found on page 16.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic.
- ☐ Initiate incident notification calls via the Incident Notification Chart.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMANDER CHECKLIST:

- ☐ Ensure emergency response teams are notified.
- ☐ Ensure affected departments account for all employees.
- ☐ Facilitate needs of law enforcement.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar management for guest recovery procedures as needed.

SECURITY CHECKLIST:

- ☐ Facilitate needs of law enforcement.

Refer to the Dept. of Homeland Security's What to Do During a Bomb Threat program available at www.dhs.gov.

Bomb Threat Procedures

The purpose of this procedure is to protect employees, visitors, property, merchandise, and equipment. All bomb threats must be treated seriously. When a bomb threat is received, always remain calm and friendly when speaking with the caller.

PROCEDURES:

Keep the caller on the phone and gather as much information as possible. Do not hang up the telephone before the caller does.

- Keep the caller on the line as long as possible!
- Write down the number from caller I.D.
- Make a note of the exact time and date of call
- Discreetly contact the Supervisor on Duty
- Take notes of the exact words said using the Bomb Threat Checklist
- Ask the caller questions:
 - When is bomb going to explode?
 - Where is the bomb?
 - What does it look like?
 - What kind of bomb is it?
 - What will cause it to explode?
 - Did you place the bomb?
 - Why did you place the bomb?
 - Where are you calling from?
 - What is your address?
 - What is your name?
- You must call 9-1-1 immediately and report the threat and all additional information. All Security Officers will take direction from the PCSO and Northstar Fire when they arrive.
- Contact the Supervisor on Duty immediately. Contact the Manager of Security, and the Risk Management Director.
- If the caller mentioned a specific area, then that area should be searched first.
- Attention should focus on the unlocked common use areas of any buildings or areas, including restrooms and trashcans.
- **Never touch a suspicious package**. Do not open or move the item.
- If a suspicious package is found, cease radio communications near the suspicious package. Radios should be turned off.
- The Manager of Security or the Risk Management Director shall approve evacuation.
- Possible evacuation of an area, floor, or the building will be determined by the following:
 - Specifics or non-specifics of the threat.
 - Evaluation of the Bomb Threat Checklist information.
 - Indication of unrest, or disturbance of any sort in the area.
 - Identification of the caller and location calling from.
 - History of similar threats.
 - Knowledge of any recent bomb threats directed at nearby businesses, or similar agencies.

- Present status of any social unrest within the area, labor disputes, etc.
- Intelligence information concerning plans and strategy of extremist groups or terrorist groups.
- International connection of the Company to unpopular causes or support of a particular group.
- Location of the possible bomb.
- Characteristics of the possible bomb.
- Results of physical search.
- If evacuation is necessary, do so calmly and orderly.
- Complete an Incident Report.

ADDITIONAL CONSIDERATIONS:

There is also the possibility of a written bomb threat. Written threats may take the form of letters, postcards, or notes left on the premises. Save all material, including any envelopes, or containers. If the message is recognized as a bomb threat, it should not be handled unnecessarily in order to preserve possible fingerprints and avoid smudging. Immediately report receipt or discovery of such a threat to the Supervisor on Duty, Manager of Security, Risk Management, and PCSO

FORMS:

Bomb Threat Checklist (page 18)

Bomb Threat Checklist

**** Keep the caller on the line as long as possible ****

Exact time and date of call: _____

Exact words of caller: _____

VOICE:

- ☐ Loud
- ☐ High pitched
- ☐ Raspy
- ☐ Intoxicated
- ☐ Soft
- ☐ Deep
- ☐ Pleasant
- ☐ Other _____

LANGUAGE:

- ☐ Excellent
- ☐ Fair
- ☐ Foul
- ☐ Good
- ☐ Poor
- ☐ Other _____

ACCENT:

- ☐ Local
- ☐ Foreign
- ☐ Race
- ☐ Not local
- ☐ Region

SPEECH:

- ☐ Fast
- ☐ Distinct
- ☐ Stutter
- ☐ Slurred
- ☐ Slow
- ☐ Distorted
- ☐ Nasal
- ☐ Lisp
- ☐ Other _____

MANNER:

- ☐ Calm
- ☐ Rational
- ☐ Coherent
- ☐ Deliberate
- ☐ Righteous
- ☐ Angry
- ☐ Irrational
- ☐ Incoherent
- ☐ Emotional
- ☐ Laughing

FAMILIARITY WITH

NORTHSTAR:

- ☐ Much
- ☐ Some
- ☐ None

BACKGROUND NOISE:

- ☐ Machines
- ☐ Music
- ☐ Office noise
- ☐ Vehicles
- ☐ Animals
- ☐ Quiet
- ☐ Voices
- ☐ Party atmosphere

☐ Other _____

QUESTIONS TO ASK THE CALLER:

1. When is the bomb going to explode? _____
2. Where is the bomb? _____
3. What does it look like? _____
4. What kind of bomb is it? _____
5. What will cause the bomb to explode? _____
6. Did you place the bomb? _____
7. Why did you place the bomb? _____
8. Where are you calling from? _____
9. What is your name? _____

If the voice sounds familiar, whom did it sound like? _____

Telephone number received at: _____

Person receiving call: _____

Additional comments: _____

In this day and age that we live in, as Security professionals we have to be aware of what would constitute a letter, package, or unattended bag being suspicious and what the proper response is.

SUSPECT INDICATORS

- Unexpected mail or packages from someone unfamiliar
- Mail or packages that are addressed to someone no longer with the company or are otherwise outdated
- Mail or packages that have no return address, or have one that can't be verified as legitimate
- Mail or packages that are marked with restrictive endorsements, such as "Personal", "Confidential" or "Private"
- Mail or packages that show a city or state in the postmark that doesn't match the return address.
- Mail or packages that have oil stains or that emit a peculiar odor
- Mail or packages with tinfoil or string present
- The outer container of a letter or package has an irregular or is asymmetric in shape or has soft spots or bulges
- The wrapping of a letter or package exhibits previous use such as traces of glue, mailing labels, return addresses or tape
- On the address label on mail or packages where the address is badly typed or written, misspelled, typed with no name, or with the wrong title and name combination
- A buzzing or ticking noise emits from a letter, package, or bag.
- Mail, packages, or bags that are of unusual weight, given their size, or are lopsided or oddly shaped
- Mail, packages, or bags that have protruding wires, strange odors or stains

Not one of these alone is a definite indication of a bomb. The whole situation will need to be evaluated.

PROCEDURE

If a confirmed suspect letter, package, or bag is found, follow these procedures:

- Contact the Supervisor on Duty
- Contact the Security Manager, and the Risk Manager, if they are not already aware of the situation.
- Never touch a suspicious package. Do not open or move the item.
- If a suspicious package is found, all two-way radios and electronic devices in the immediate area of the suspicious item should be turned off immediately.
- Isolate the item.
- With the approval of the Security Manager, or the General manager of Northstar-at-Tahoe to evacuate the immediate area. The following will be consider when making the determination to evacuate:
 - Suspect indicators of the item discovered.
 - Location of the item.
 - Information associated with the incident.

- Contact the Placer County Sheriff's Department emergency number, 9-1-1.
- Take direction from the Sheriff's Department when they arrive.

Carbon Monoxide

A colorless, odorless, and tasteless gas that is slightly less dense than air. It is toxic to humans and animals when encountered in higher concentrations, and is commonly formed in the process of incomplete combustion.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
3. Director Lodging	-	-	(530)545-2190	(530)562-2207
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Building Maintenance Manager	701	7	(530)448-6450	(530)562-2233
2. Senior Manager Resort Ops	480	7	(530)210-3144	(530)562-3503

DISPATCH CHECKLIST:

- ☐ Call 911 if necessary.
- ☐ Track incident progress and occurrences.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure affected departments account for all employees.
- ☐ Ensure Northstar Fire and Southwest Gas are notified as appropriate.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

DEPARTMENT MANAGERS CHECKLIST:

- ☐ Stop all work and notify employees.
- ☐ Turn off any fuel fired equipment (ie. fire place or stove).
- ☐ Ventilate area if safe to do so.
- ☐ In consultation with IC, facilitate evacuation of affected building(s) or base area when deemed safe using designated routes and procedures.
- ☐ Account for all employees.
- ☐ Do not return to buildings until cleared by Fire Department or Building Maintenance.

BUILDING MAINTENANCE CHECKLIST:

- ☐ Measure CO levels.
 - a. If levels are ≥ 200 ppm, leave area and await Fire Department
 - b. If levels are < 200 ppm, continue area evaluation in consultation with Fire Department
- ☐ Evaluate alarms and fuel fired equipment for malfunctions.
- ☐ Allow re-occupation of space when CO has reached < 25 ppm and if
 - a. Faulty equipment is locked out or repaired
 - b. Fire Department has approved re-occupation
 - c. A functional CO detector has been installed

Hazardous Material Spill

A hazardous material spill is defined as a leak of any material that because of its quantity, concentration, physical or chemical properties poses a significant present or potential hazard to human health and safety or the environment.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Environmental Manager	39	1	(970)331-8661	(530)562-8045
2. Environmental Planner	20	1	(530)263-0194	(530)562-8044

DISPATCH CHECKLIST:

- ☐ Refer to Resort Spill Response Flow Chart and Resort SPCC plan found on page 26.
- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Lahontan Water Quality Board, California Office of Emergency Services, National Response Center, Placer County Health & Human Services, and Placer County Sheriff are notified as appropriate.
- ☐ Ensure all required steps from the Spill Prevention Control and Countermeasures Plan (SPCC) are being completed.
- ☐ Facilitate any resource needs of spill recovery personnel.
- ☐ Ensure affected departments account for all employees.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

LOCATION MANAGER CHECKLIST:

- ☐ Assure that Dispatch and Environmental Manager have been notified.
- ☐ Assess size and scope of spill.
- ☐ Account for all employees.
- ☐ Shut down operations if warranted.
- ☐ Evacuate customers and personnel as needed in consultation with IC.
- ☐ Contain the spill if capable and safe to do so.

ENVIRONMENTAL MANAGER CHECKLIST:

- ☐ Complete all required steps from the Spill Prevention Control and Countermeasures Plan (SPCC).
- ☐ Identify type and quantity of material spilled.
- ☐ Consult MSDS for chemical information and follow all PPE requirements.
- ☐ Stop and contain the spill if it can be safely dealt with without any risk or additional safety equipment. Consult Spill Kits location chart on page 25.
- ☐ If any of the following conditions are true, the spill is not considered small and outside assistance is needed:
 - There are injuries
 - There is a fire hazard
 - The spilled material has not been identified
 - The spill cannot be safely stopped, contained, and cleaned up using a Spill Kit
 - There has been a release to water, soil, or drains
- ☐ Refer to Northstar Spill Response Flow Chart found on page 30 and contact authorities as needed.
- ☐ If the spill has potential to affect air quality, refer to “Poor Air Quality” section.
- ☐ If spill has compromised waterways, sewer system, or a water source, refer to “Water Supply Contamination” section.
- ☐ Cooperate with responding regulatory authority for appropriate actions.
- ☐ Follow Spill Recovery Process steps.
 - Clean and sanitize all areas of the operation
 - Investigate to find the cause of spill
 - Establish new procedures or revise existing ones based on the investigation results, so as to prevent the incident from recurring
- ☐ Complete Northstar Hazardous Material Spill Reporting Form.

EMERGENCY NUMBERS

Agency	Business Hours Phone Number	After Hours or Alternate Phone Number
Northstar Fire Department	(530)562-1212	911
Placer County Sheriff	(530)581-6301	(530)581-6300
Placer County Office of Emergency Services	(530)584-1590	911
California Office of Emergency Services	(530)886-5316	N/A
Governor's Office of Emergency Services Warning Center	(800)852-7550	
National Response Center	(800) 424-8802	(800) 424-8802
Placer County Health & Human Services	(530)546-1900	(530)889-7141
Lahontan Regional Water Quality Control Board	(530)542-5464	N/A
US EPA Region 9	(800)424-9346	N/A
National 3 rd Party Spill Response Line (Clean Harbors)	(800) 645-8265	(800) 645-8265

NORTHSTAR CALIFORNIA SPILL RESPONSE MATERIAL LOCATIONS

Fixed Location Kits	Absorbent Pads	Floor Dry	Large Absorbent Booms	Small Absorbent Booms	Overpack Container (drum)
CSA Vehicle Maintenance Shop	X	X	X	X	> 50 gal
Castle Peak Offices Complex	X	X	X	X	
Northstar Gas Station	X			X	
Village Loading Dock		X			
Transportation Center (Tree House)	X			X	> 50 gal
Mid Mountain Shop "Beast Tent"	X		X	X	> 50 gal (x3)
Mid Mountain Diesel Fuel Island	X			X	
Mid Mountain Shop Unleaded Gas ConVault	X			X	
Village Grounds ISO Container (Lwr Paid Parking)	X	X		X	20 gal (x2)
Zamboni Garage	X			X	20 gal
Aerial Ski Lift Top and Bottom Terminals, ALL LIFTS (does not include Carpet Lifts)	X			X	< 5 gal
Vehicle Kits					
CSA Vehicle Maintenance	X			X	
Public Safety (x 2 vehicles)	X			X	
Transportation	X	X		X	

Northstar Spill Prevention, Control, and Countermeasures Plan

3.1 RESPONSIBLE PERSONNEL DUTIES

The Risk Manager (identified in Section 2.1) is responsible for assuming the responsibility of Site Coordinator during a significant spill event and has the following responsibilities:

- Review procedures and guidelines to verify information is updated and correct.
- Verify that employees are properly trained in emergency response procedures.
- Schedule emergency response drills, as necessary.
- Notify governmental agencies and request agency assistance, if required.

Personnel on duty at the facility have the following responsibilities:

- Assess spill situations.
- Identify type and quantity of spilled material.
- Notify supervisors or the Risk Manager.
- Shut down operations.
- Safely evacuate customers and personnel.
- Secure areas affected by spills.
- Account for the safety of customers and personnel and request first-aid.

3.2 SPILL RESPONSE PROCEDURES – 40 CFR 112.8 (C)(10)

Northstar personnel will respond to a release according to the emergency procedures outlined in this section.

3.2.1 First Responder Tasks

The employee to first discover a spill is the First Responder. The First Responder must be trained according to Northstar's Employee Training Plan attached in Appendix F and is responsible for the following tasks:

1. Stop and contain the spill, if:
 - The spilled material has been identified, i.e., if it is easily identified and all hazardous properties are known (from HAZCOM training, MSDS, or work experience).
 - The spill can be safely dealt with without any safety equipment that the First Responder doesn't have.

Under no circumstances shall any First Responder attempt to clean up or otherwise physically deal with any chemical spill unless either the hazardous properties or the type of material involved has been determined.

If any of the following conditions are true, the spill is not considered small, and the First Responder must notify his/her immediate supervisor of the circumstances and proceed to implement all remaining First Responder tasks (unless instructed otherwise by management personnel).

- There are injuries.
- There is a fire hazard.
- The spilled materials have not been identified.
- The First Responder determines he/she cannot safely stop, contain, and clean up the spill.
- There has been a release to water, soil, or drains.

2. Manage injuries
 - Call the Fire Department by telephone at 911, or contact a local medical facility, to obtain emergency medical attention.
 - Ensure follow-up paperwork is completed in accordance with company policies and procedures.
3. Call the Fire Department by telephone at 911 if:
 - The spill is flammable or combustible, i.e., diesel or gasoline, and the spill is greater than 55 gallons or the flammable material has spread over an area greater than 10 feet across.
 - The First Responder and supervisor or manager to determine that a fire hazard exists.
4. If the spilled chemicals or their hazardous properties cannot be identified it will be necessary to:
 - Identify them before a properly trained employee can clean them up.
 - Summon emergency response personnel to the scene so they can handle the unknown chemicals.
5. Complete a Northstar Chemical Spill Reporting Form, included as Appendix H.

3.2.2 Disposal of Recovered Materials

Recovered materials will be disposed of per all applicable State and Federal laws and regulations.

3.2.3 Site Coordinator Tasks

Spills that meet one or more of the criteria below must have a Site Coordinator assigned for the purpose of coordinating Northstar's legal and financial obligations and associated response tasks:

- There has been injury, fire, or property damage.
- The spill has affected manufacturing operations.
- Non-Northstar emergency response personnel are called in.
- The tasks to stop, contain, and clean up the spill will take more than one hour to complete.
- More than 42 gallons of any chemical have contaminated water, soil, or drains, or if any release results in a sheen on surface waters.

In these situations, it is imperative to locate the most senior management employee available to coordinate Northstar's response. If available, the onsite designated responsible person (identified in Section 2.1) should be contacted immediately to act as Site Coordinator.

If non-management personnel are required to implement Site Coordinator tasks as described below, they shall make all reasonable efforts to locate management personnel and to transfer Site Coordinator responsibilities as soon as possible. This effort shall include calling management personnel at home as required, informing them of the incident, and requesting they proceed to the station.

1. The Site Coordinator is responsible for managing Northstar's response to significant chemical spills. The primary objectives are, in priority order, to:
 - Protect life and care for injuries.
 - Protect the environment.
 - Protect property.
2. The Site Coordinator must implement the tasks listed below. If the Site Coordinator is not properly trained in spill response procedures, he/she must attempt to obtain technical assistance before proceeding.
 - Obtain a verbal report from the First Responder regarding all relevant details of the chemical spill. If a Chemical Spill Report Form has been completed, review it as well.
 - Determine whether there are any tasks itemized above in the First Responder Tasks that should have been implemented, but have not been, as yet. Complete these tasks before proceeding further.
 - Coordinate all on-going response activities, including the management of emergency response personnel.
3. The Site Coordinator is also responsible for coordinating work performed by outside contractors. The coordinator will monitor contractor activities to ensure proper clean-up methods are being employed. Northstar has made arrangements with H2O Environmental at (775) 351-2237 to perform spill clean-up services.

3.3 NOTIFICATIONS AND REPORTING

3.3.1 Internal Notification

A Northstar Spill Reporting Form, included as Appendix G, should be completed for any spill that has contaminated water, soil, or a drainage system.

In the event of a spill, the following Northstar responsible officials should be notified:

Scott Sibillia H&S Manager/ **Kelsey Everton** H&S Coordinator

Jim Larmore Director Mountain Operations

Tom Davis Senior Manager Resort Ops

Tim Stansell Environmental Manager

3.3.2 External Notification

If any oil, fuel, CERCLA hazardous material, or other material is spilled in sufficient quantity to exit plant property, pose a threat to human health and environment, enter the storm water sewer system, enter "waters of the State" (includes surface and subsurface waters), or cause a film or sheen on a navigable water surface, then above agencies need to be notified immediately.

Other Emergency Numbers

Chemical Transportation Emergency Center
(CHEMTREC)
(800) 424-9300 (24 hrs/day)

For Chemical Emergencies only, involving spills, leaks, fires, or exposures to chemicals. Provides immediate and comprehensive initial emergency response information for first responders involved in responding to or operating at the scene of hazardous material emergencies

The United States Environmental Protection Agency (USEPA) Guidance for Reporting is as follows:

- Oil spills greater than 42 gallons onto land or any amount entering or threatening to enter waters of State,
- Hazardous substances releases exceeding CERCLA thresholds (Reportable Quantities, SARA Title III), and
- Wastewater excursion releases in excess of 1000 gallons improperly diverted.

Personnel notifying the agencies should have the following information available:

- Name of person making the contact
- Time and place of spill
- The description, type, and estimated quantity of spill
- Corrective and clean-up actions taken and proposed to be taken

3.4 IDENTIFICATION AND INVENTORY OF EMERGENCY RESPONSE EQUIPMENT

The location of the following emergency response equipment is illustrated on Figure 2.

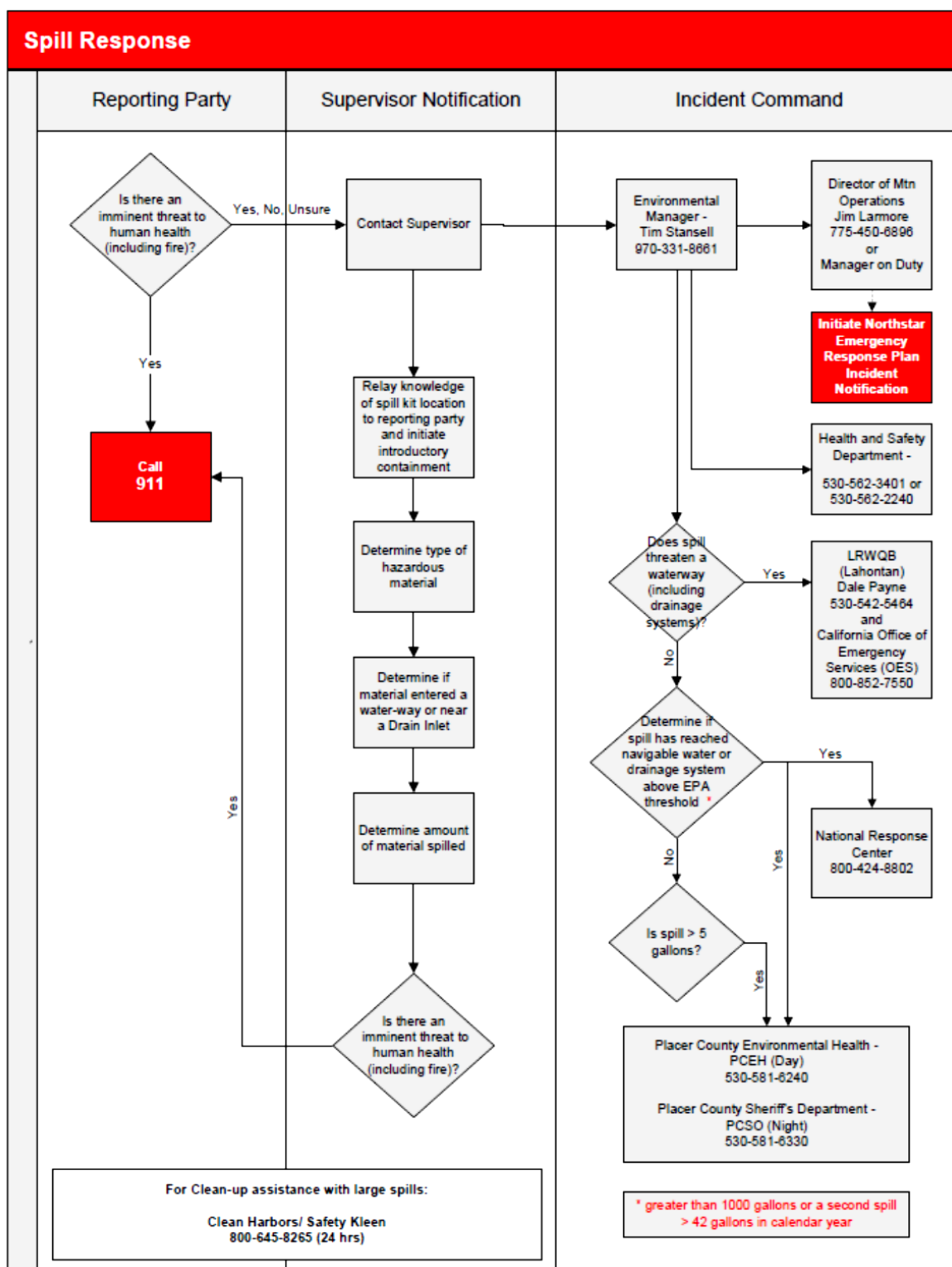
3.4.1 Spill Kits

Spill response supplies and kits, including absorbent drain covers, absorbent pads and socks are positioned in strategic locations throughout the facility and garage to facilitate quick response to releases. The spill response supplies and kits are inspected in conjunction with the monthly inspections to ensure that they are adequately stocked, easily accessible and functional.

3.4.2 Fire Extinguishers

Fire extinguishers are located throughout the facility. Fire extinguishers are regularly checked to verify that they are operable.

Northstar Spill Response Flow Chart



Northstar Material Spill Reporting Form

Date/Time	
Location	
Material of Waste	
Amount	
Injuries, If Any	
Cause	
Corrective Action Taken	
Date/Time	
Method of Disposal	
Reportable Discharge No <input type="checkbox"/> Yes <input type="checkbox"/>	
Responsible Official/Designated Emergency Coordinator	
Signature	Title

Child Safety – Safe Place

“Safe Place” means staying inside a building during an emergency and as an example may be used in a situation where there is a threatening person outside. The location and type of Safe Place will depend on the type of emergency.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Skier Services	10	1	(530)414-0113	-
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. General Manager Kids SRS	401	9	(970)688-0774	(530)562-3553
2. General Manager Adults SRS	400	9	(530)559-9550	(530)562-3854
3. Child Care Center Director	-	-	(530)562-2278	-

DISPATCH CHECKLIST:

- ☐ Refer to Child Care Evacuation Plan found on page 34.
- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Contact 911 to begin sending assistance in controlling the threat.
- ☐ Keep in contact with Ski and Ride School staff and emergency agencies.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Communicate with Ski and Ride School personnel to determine type of threat and assistance needed.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Placer County Sheriff is notified as appropriate.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure that children are accounted for and parents are notified as necessary.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

SRS CHECKLIST:

- ☐ Upon first indication of danger, immediately bring all children inside the nearest Ski and Ride School building, using only rooms that can be completely locked and sheltered from view of a visible threat.
- ☐ Close and lock all doors and windows and do not allow any unknown individuals inside the building.
- ☐ Notify Dispatch.
- ☐ Station supervisors on hill to intercept and divert classes to seek shelter at the Summit Deck & Grill, Zephyr Lodge, or Big Springs Day Lodge and stay away from the Ski School yard.
- ☐ Account for all classes using the daily roster, pay sheets, and class lists.
- ☐ If circumstances dictate, divide the parent list among supervisory staff for contact and communication.
- ☐ Keep in contact with Dispatch and emergency agencies.
- ☐ Remain in safe place until further notice from authorities.
- ☐ Facilitate contact with parents and meeting place if necessary.

Child Care Evacuation Plan

In the event of a fire or other evacuation emergency: CALL 911. Then call security at (530)562-2259

- ☐ Denelle Waters and/or Kerry Halliday will coordinate the evacuation process.
- ☐ All children will be escorted out the safest emergency exit (front or rear door) and taken to Dustin's Grove which is located at the south end of the parking lot. Denelle Waters or Kerry Halliday will be responsible for obtaining the child registration list and child registration tickets with emergency phone numbers.
- ☐ A head count of all children and staff will be done by Denelle Waters or Kerry Halliday. Compare count to child registration list.
- ☐ Call Transportation for immediate pick up, (530)562-2257. Children and staff will be taken to CSA meeting location.

Communication Outage

A communication outage is defined as a loss of communication services including phone, radio, and/or internet service. In the case of severe weather events, outages can result in isolation.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
3. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Environmental Manager	39	1	(970)331-8661	(530)562-8045
2. IT Manager	-	-	(530)414-4034	(530)562-3589

DISPATCH CHECKLIST:

- ☐ Refer to emergency radio communications plan found on page 37.
- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Contact Telecommunications/Information Technology.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Determine back up communication method (ie. line of sight) in consultation with dispatch, IT, and Environmental Manager.
- ☐ Assess level of outage.
 - Determine which operations must cease and which can continue
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure AT&T, Charter, Crown Castle, and Northstar Fire are notified as appropriate.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Confirm if there are affected and/or injured guests and employees.

- ☐ If outage is the result of a storm, refer to “Severe Weather” section.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

TELECOMMUNICATION/INFORMATION TECHNOLOGY CHECKLIST:

- ☐ Facilitate backup communication services.
- ☐ Contact service providers.
- ☐ Determine whether level of back up reporting and communications will allow business to continue.
- ☐ Follow instructions of and assist telecommunications companies as needed.

Emergency Radio Communications Plan

In the event of an electrical power outage at the Crown Castle site on Mt. Pluto, a backup generator will supply power to channels 1, 2, 5, 8, and 11 **after a delay of approximately 10 - 15 minutes** (generator warm-up).

As appropriate for time of year/season; Mountain Dispatch, Ski Patrol, Bike Patrol, Mountain Safety, Utility Crew, and Administration users shall switch to non-repeated **Channel 12** and await confirmation of power outage and further instruction from Mountain Dispatch.

Lift Maintenance and Lift Operations shall switch to non-repeated **Channel 8** and await confirmation of power outage and further instruction from Mountain Dispatch.

Security, Village Hosts/Information, and Village Grounds shall switch to non-repeated **Channel 7** and await confirmation of power outage and further instruction from Security Dispatch.

Mountain Dispatch shall:

Announce "Emergency Radio Communications Plan is in effect and only non-essential communication is permitted" on Channels 7 and 8.

Assign one radio/staff member to monitor Channel 1 (for successful repeater squelch) and the Mt. Pluto back-up generator run status.

Upon successful automatic start, warm-up, switch to generator power, and function of the Channel 1 repeater, Mountain Dispatch shall announce "Resume use of assigned channels. Be aware that radio system is functioning on back-up power."

When power is reestablished and the generator has shut down, Mountain Dispatch shall announce that power has been re-established and the radio system is in normal operating mode.

Security Dispatch shall:

Announce "Emergency Radio Communications Plan is in effect and only essential communication is permitted" on Channel 7.

Assign one radio/staff member to monitor Channel 8 for Mountain Dispatch announcements.

When Mountain Dispatch announces that power has been re-established and the radio system is in normal operating mode, Security Dispatch shall repeat the announcement on Channel 7.

It is likely there will be heavy radio traffic on Channels 6, 7, and 8 during the onset of a radio emergency. Unless communicating a life/safety concern, Dispatchers have priority and all other users should remain silent unless being communicated to by Dispatch.

Earthquake

An earthquake is defined as a sudden and violent shaking of the ground, sometimes causing great destruction, as a result of movements within the earth's crust or volcanic action. Potential damage can include structure collapse, utility service disruption, and other natural disasters such as landslides, avalanches, flash floods, and fires.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
2. Senior Manager Resort Ops	480	7	(530)210-3144	(530)562-3503
3. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442
4. Security Manager	Security	2	(530)305-7110	(530)562-2258

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Notify local authorities of any injuries or immediate health hazards caused by damage.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Remain in contact with and follow recommendations of responding agencies.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Northstar Fire and Placer County Sheriff are notified as appropriate.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure departments account for all employees.

- ☐ Initiate facility damage assessment.
- ☐ Facilitate resource needs of rescue personnel.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

ALL DEPARTMENT MANAGERS CHECKLIST:

- ☐ Communicate and follow earthquake response steps:
 - a. Drop to the ground and take cover in a doorframe or under a sturdy piece of furniture.
 - b. Remain in place until shaking stops.
 - c. If cover is not available, shield your face and head with your arm and crouch in an interior corner of the building.
 - d. Stay clear of exterior windows, doors, and walls, as well as loose fixtures.
 - e. Do not exit the building until quake is over.
 - f. If outside, move to nearest open space away from buildings or overhangs and crouch for cover.
- ☐ Ensure the safety of all guests.
- ☐ Account for all employees.
- ☐ Notify dispatch of any injuries or immediate health hazards caused by damage.
- ☐ In consultation with IC, facilitate evacuation of affected building(s) or base area when deemed safe using designated routes and procedures.
- ☐ Follow the instructions of law enforcement and management.
- ☐ Do not return to buildings until cleared by Fire Department.

Explosion

An incident involving a violent and destructive shattering or blowing apart of something, regardless of cause.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Security Manager	Security	2	(530)305-7110	(530)562-2258
2. Senior Manager Resort Ops	480	7	(530)210-3144	(530)562-3503
3. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Obtain information on location and type and notify 911.
- ☐ Restrict radio traffic to emergency communication only.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Update dispatch with pertinent information and additional requests.
- ☐ If resort closure is needed, authorize last chair and sweep procedures.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Placer County Sheriff and Northstar Fire are notified as appropriate.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure affected departments account for all employees.
- ☐ Consult Northstar Management for guest recovery procedures as needed.
- ☐ Initiate property damage assessment.

SECURITY CHECKLIST:

- ☐ Facilitate 360 degree closures to prevent guests or employees from entering affected areas. Closure distance will be based on amount of damage, terrain, and continued threat potential.
- ☐ Ensure shutdown of potential sources (ie. gas lines, air hoses, electrical lines, etc.) via communication with Building Maintenance and Northstar Fire.
- ☐ Determine need for rescue procedures and communicate to IC and responding agencies.
- ☐ Facilitate additional resources if needed (refer to “Mass Casualty” section).
- ☐ Follow recommendations of responding agencies.

DEPARTMENT MANAGERS CHECKLIST:

- ☐ Ensure the safety of all guests.
- ☐ Account for all employees.
- ☐ Notify dispatch of any injuries or immediate health hazards caused by damage.
- ☐ Follow the instructions of law enforcement and management.
- ☐ In consultation with IC, facilitate evacuation of affected building(s) or base area when deemed safe using designated routes and procedures.
- ☐ Do not return to buildings until cleared by Fire Department or Law Enforcement.

Fire – Structure

A structure fire is defined as a fire involving the structural components of various residential or commercial buildings, as differentiated from room fires, vehicle fires, or outdoor fires.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Security Manager	Security	2	(530)305-7110	(530)562-2258
2. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Confirm that alarms triggered by smoke or heat have signaled Fire Department, Security, and Building Maintenance.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Ensure Northstar Fire is notified.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Ensure affected departments account for all employees.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

MOUNTAIN OPERATIONS CHECKLIST:

- ☐ Facilitate evacuation of affected building(s) in consultation with IC, using designated routes and procedures.

- ☐ Account for all employees.
- ☐ Notify appropriate personnel to assist with evacuation plans, including Transportation to stage shuttles and Lift Operations to download or shut down lifts and gondolas.
- ☐ If affected structure is on-mountain:
 - Determine mountain access point for designated personnel to direct Fire personnel and provide gate access to Northstar road system.
 - Contact snowmaking department to prepare for use of existing permanent and portable snowmaking guns for structure protection.
 - If fire has potential to spread, refer to “Wildland Fire” section.
- ☐ Follow instructions of responding authorities.

BASE AREA OR VILLAGE OPERATIONS CHECKLIST:

- ☐ Facilitate evacuation of affected building(s) or Village in consultation with IC, using designated routes and procedures.
- ☐ Account for all employees.
- ☐ Notify appropriate personnel to assist with evacuation plans, including Transportation to stage shuttles.
- ☐ Follow instructions of responding authorities.

Fire – Wildland

A wildland fire is defined as an uncontrolled fire in an area of combustible vegetation that occurs in the countryside or a wilderness area.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442
2. Snowmaking Manager		1	(530)263-0194	(530)562-3285

Upon first sign of fire, reporting party should immediately contact dispatch and/or call 911.

*****ONLY IF TRAINED*** Attempt to extinguish fire if small or smoldering, using authorized fire suppression techniques.**

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Contact 911 to report a vegetation fire. Provide size and closest point of origin, and alert if any structures are threatened.
- ☐ Initiate mountain activity evacuation protocols in consultation with IC:
 - Enlist supervisory personnel to assist
 - Cease uphill loading and establish a mandatory download using lifts and vehicle assets not in fire path
 - Contact Ritz Carlton (see chart below)
 - Confirm sweeps for all mountain buildings
 - Secure building utilities and unlock doors
- ☐ Restrict radio traffic to emergency communication only.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Communicate with Northstar Fire, Truckee Fire, North Tahoe Fire, and/or CalFire to determine a mountain access point for designated personnel to direct Fire Agency(s) and provide gate access to Northstar road system.
- ☐ Contact Snowmaking Department to determine system status and water volume availability, and any snowmaking lines and guns that may be connected and charged.
 - Determine location of assets
 - Obtain system fittings and road maps for Fire Agency(s)
 - Prepare for use of existing permanent and portable snowmaking guns for structure protection
- ☐ Facilitate Village evacuation plan and routes once mountain is clear in consultation with IC.

- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Ensure Northstar Fire is notified.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure all necessary and available resources have been provided for Fire Agency(s).
- ☐ Ensure affected departments account for all employees.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

MOUNTAIN OPERATIONS CHECKLIST:

- ☐ ***ONLY IF TRAINED*** Attempt to extinguish fire if small or smoldering, using authorized fire suppression techniques.
- ☐ Account for all employees.
- ☐ Contact Security to post at the 900 and 500 gates for monitoring and access to hydrant fittings and road maps.
- ☐ Coordinate and deliver resources and manpower as requested by Fire Agency(s).
- ☐ Evacuate area as instructed in consultation with IC.

MOUNTAIN STRUCTURE CONTACTS

Building	Winter Phone	Summer Phone
Mid Mountain Maintenance Shop	(530)562-3213	(530)562-3213
Big Springs Day Lodge	(530)562-2640	-
Zephyr Lodge	(530)562-3452	-
Summit Deck & Grill	(530)562-3471	-
Ritz Carlton & Constellation Residences	(530)562-3000	(530)562-3000
Mid Mountain Ski School	(530)562-3224	-
Burton Academy Tent	(530)562-3410	-

Flood

An abnormal amount of water that can impact operations, cause property damage and can potentially cause injury to guests and/or employees.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Senior Manager Resort Ops	480	7	(530)210-3144	(530)562-3503
2. Environmental Manager	39	1	(970)331-8661	(530)562-8045
3. Building Maint. Manager	701	7	(530)448-6450	(530)562-2233

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Monitor weather forecast.
- ☐ Maintain communication with managers of affected facilities.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Initiate evacuation of guests and employees as needed based on actual and forecasted severity.
- ☐ Ensure affected area is secured.
- ☐ Coordinate gathering of flood mitigation supplies such as pumps, sandbags, and wattles.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Belfor, Servpro, Northstar Community Services District and other necessary agencies are notified as appropriate.

- ☐ Ensure building maintenance is contacted if flood affects any company owned/operated buildings.
- ☐ Ensure timely notification of corporate.
- ☐ Coordinate relocation of guests and employees in affected or uninhabitable accommodations.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

ENVIRONMENTAL MANAGER CHECKLIST:

- ☐ Evaluate extent and source of flood.
- ☐ Monitor internal waterways for sediment content and output flow.
- ☐ Identify possible progressive hazards such as erosion, electrical issues, contamination, and mold.
- ☐ Determine damage to resort infrastructure, mountain road system, etc.

BUILDING MAINTENANCE MANAGER CHECKLIST:

- ☐ Identify possible progressive hazards such as erosion, electrical issues, and mold.
- ☐ Determine damage to resort infrastructure, mountain road system, etc.
- ☐ Contact Belfor or Servpro for remediation if necessary.

Foodborne Illness

A foodborne illness is defined as any sickness resulting from the consumption of contaminated food or water, or the bacteria, viruses, toxin, or parasites therein.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Dining	400	8	(530)386-1126	(530)562-3451
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. F&B outlet location Manager	name	8	see contact table	see contact table
2. Director Mountain Dining	855	8	(530)386-1126	(530)562-3451

DISPATCH CHECKLIST:

- ☐ Refer to Foodborne Illness Crisis Communication Diagram found on page 51.
- ☐ Track incident progress and occurrences.
- ☐ Contact Director of Mountain Dining.
- ☐ Ensure that F&B location Manager on duty has been notified.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

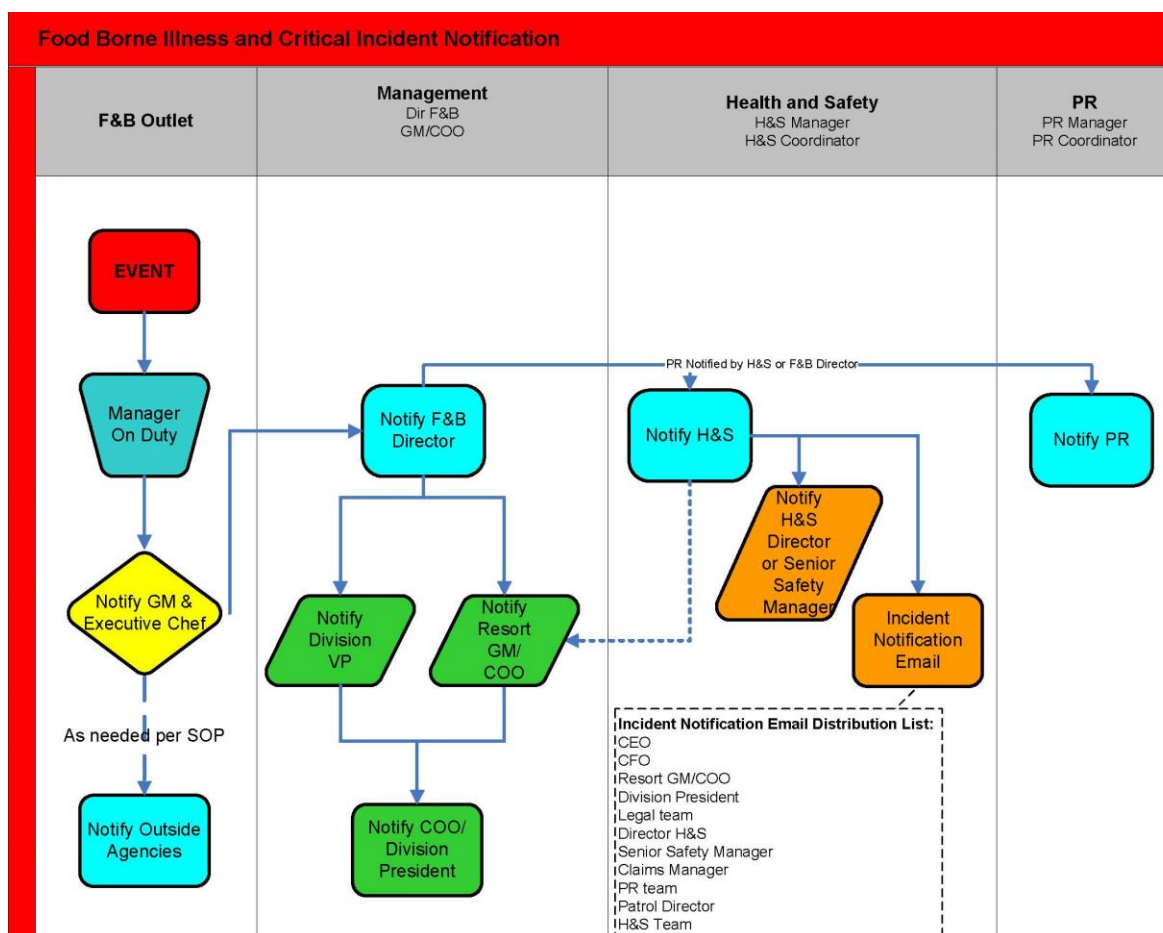
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Health Department and Epidemiologist are notified as appropriate.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure that Outbreak Recovery process steps are being followed.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

FOOD & BEVERAGE DEPARTMENT CHECKLIST:

- ☐ Take the complaint seriously and express concern but do not admit fault.
- ☐ Contact Ski Patrol or 911 if reporting guest needs medical attention.
- ☐ Complete the Foodborne Illness incident report form.

- ☐ Identify and isolate suspect food or ill staff member and exclude from sales or operation.
- ☐ Run daily and historical Infogenesis sales mix report to determine how many servings of the item were sold.
- ☐ Contact Health Department and Epidemiologist if numerous complaints are reported and identify any common food items to determine additional sources.
- ☐ Cooperate with responding regulatory authority for investigation and appropriate actions.
- ☐ Refer to “Water Supply Contamination” section if outbreak is suspected to be waterborne.
- ☐ Follow Outbreak Recovery process steps.
 - Clean and sanitize all areas of the operation
 - Throw out all suspect food and document how it was disposed
 - Investigate cause of the outbreak
 - Establish new procedures or revise existing ones based on the investigation results so as to prevent the incident from happening again
 - Develop a plan to reassure guests that establishment’s food service is safe

Foodborne Illness Crisis Communication Diagram



Foodborne Illness Incident Report Form

Date/Time of Reporting _____ AM/PM
Name of Person Reporting Incident _____

GUEST INFORMATION:

Name _____
Address _____

Phone (____) _____ Email _____

INCIDENT DESCRIPTION:

Indicate when the guest first showed signs of illness _____

FOOD HISTORY:

What did the guest eat and drink? Include what the guest consumed at home and other operations before, during, and after the incident.

At our restaurant _____

Home _____

Other Operations _____

Does the guest have a sample of the food? Yes ____ No ____
Will the guest bring the sample to the restaurant? Yes ____ No ____

MEDICAL:

Did the guest seek medical attention? Yes ____ No ____
Date of treatment _____
Location _____

Gas Leak

A gas leak is the release of natural gas from a pipe or other containment into a living area or other area where the gas should not be. Natural gas may explode when exposed to flame or sparks.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
3. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Building Maint. Manager	701	7	(530)448-6450	(530)562-2233
2. Senior Manager Resort Ops	480	7	(530)210-3144	(530)562-3503

DISPATCH CHECKLIST:

- ☐ Report leak to Northstar Fire.
- ☐ Notify Building Maintenance.
- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Ensure all nearby sources of flame are extinguished (pilot lights, furnaces, boilers, etc.).
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Southwest Gas and Northstar Fire are notified as appropriate.
- ☐ Ensure scene security with use of caution tape and stationed employees.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar management for guest recovery procedures as needed.

BUILDING MAINTENANCE CHECKLIST:

- ☐ Ensure all nearby sources of flame are extinguished (pilot lights, furnaces, boilers, etc.).
- ☐ Locate and shut off gas to area
 - If determined to be safe, do so internally. May be at entry point to building, at a piece of equipment, or along a primary gas line.
 - If determined not to be safe, communicate with Northstar Fire and/or Southwest Gas to shut off source.
- ☐ Allow re-occupation of space once gas has been cleared and
 - Northstar Fire has approved re-occupation
 - Faulty equipment is locked out or repaired
- ☐ Resume gas-fired operations once Placer County inspection has been completed and permit has been closed.

Isolation Event

An event, such as a pass or road closure, that may lead to a lack of food, water, shelter and/or supplies.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	1	1	(775)450-6896	(530)562-2213
3. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Director Skier Services	10	1	(530)414-0113	-
2. Senior Manager Resort Ops	480	7	(530)210-3144	(530)562-3503
3. Security Manager	Security	2	(530)305-7110	(530)562-2258

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communications as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Monitor weather and Department of Transportation/CalTrans updates.
- ☐ Regularly communicate updates to IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Establish resource needs such as food, water, and/or shelter.
- ☐ Contact Placer County Sheriff and Northstar Fire for additional resources based on the scope of event.
- ☐ Determine amounts of readily available resources and estimated time of complete loss.
- ☐ Plan for available resource distribution and timeline.

- ☐ Determine if the resort can assist local community with resources such as shelter, food, and personnel.
- ☐ Consult Northstar management for guest recovery procedures as needed.

FOOD & BEVERAGE DEPARTMENT CHECKLIST:

- ☐ Provide food and water as needed to guests and employees.

HOSPITALITY CHECKLIST:

- ☐ Ensure lodging is made available or shelter is provided.

SECURITY CHECKLIST:

- ☐ Provide safety/security at any provided shelter locations.

Lift Evacuation

An incident where, due to mechanical failure, lack of power or adverse weather conditions, a chairlift or gondola must be evacuated.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442
2. Lift Maintenance Director	100	1	(530)448-9613	(530)562-3214
3. Lift Operations Manager	190	1	(530)448-0294	(530)562-8009

Lift Evacuation must be approved by the IC or their designee in consultation with Lift Maintenance.

DISPATCH CHECKLIST:

- ☐ Refer to Evacuation Procedures found on page 59.
- ☐ Track incident progress and occurrences.
- ☐ Confirm that the lift line has been skied after 15 minutes of down time.
- ☐ Ensure that the auxiliary motor has been started up after 10 minutes of down time.
- ☐ Ensure that Ski Patrol is positioned for an evacuation after 15 minutes of down time.
- ☐ Restrict radio traffic to emergency communication only.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ If rope evacuation is recommended, confirm Lock Out/Tag Out Procedures have been completed by Lift Maintenance.
- ☐ Ensure ongoing communication with Lift Maintenance and Ski Patrol Management.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

Lock Out/Tag Out procedures for lift rope evacuation must be confirmed by the IC or their designee.

INCIDENT COMMANDER CHECKLIST:

- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Authorize Ski Patrol for a lift evacuation confirmation that the lift may not be cleared on an auxiliary motor.

- ☐ Authorize and confirm Lock Out/Tag Out procedures.
- ☐ Coordinate with Ski Patrol Director on rescue and evacuation strategy, refer to Mountain Evacuation Plan.
- ☐ Facilitate any resource needs of rescue personnel.
- ☐ Coordinate closure of affected and/or additional lifts and terrain if necessary.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure California Passenger Tramway Board is notified.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult with Legal/Risk Management if necessary.
- ☐ Consult Northstar management for guest recovery procedures as needed.

PATROL CHECKLIST:

- ☐ Coordinate lift evacuation once authorized by IC or their designee.
- ☐ Coordinate line assessment, status, and guest communication in conjunction with dispatch.
- ☐ If multiple lifts are to be rope evacuated, designate Evacuation Coordinator for each lift.
- ☐ Ensure affected guests are transported to a warm, dry place once evacuated from the lift.
- ☐ Ensure collection of names and address of affected guests.

LIFT MAINTENANCE CHECKLIST:

- ☐ Report lift status and any changes to IC and Dispatch.
- ☐ If rope evacuation is recommended, confirm Lock Out/Tag Out Procedures are completed and communicated with IC and Dispatch.

TRANSPORTATION CHECKLIST:

- ☐ Coordinate with Dispatch and IC for transit and personnel needs based on scope of evacuation.

Lift Evacuation Procedures

EMERGENCY RESPONSE PLAN

In the event of a major emergency or lift evacuation the following plan will be used to coordinate the rescue effort. This plan is meant to be an organizational and communications guideline to facilitate the rescue operation. Each situation will be different and require unique solutions.

The ICS (Incident Command System) is defined as:

“The combination of facilities, equipment, personnel, procedures, and communications operation within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.”

As a Northstar employee, it is vital to our success in managing an incident with a strong understanding of the ICS flow chart and realizing that it is a “**company-wide, team effort**”. Even though you work daily in a department under a supervisor, it is important to understand, while working under the Incident Command System structure; you may be assigned to work under, and with other departments, and report to a different supervisor. It is important, once assigned, for you to know whom you will report to, their role, and yours.

EVACUATION PRELIMINARY REQUIREMENTS

Northstar operates: five, detachable-grip quads; two, fixed-grip triples; one, fixed-grip quad; one, fixed-grip pulse gondola; one, detachable-grip six passenger gondola; and one, detachable grip six-pack chondola. Unusual and unique evacuation conditions falls under our Backside, Promised Land Express, and Lookout Express Quads, due to the location and transportation factors for the public to reach the village area. An attached supplement includes our procedures.

Following are guidelines are in place to estimate the time factors once a lift is shut down concerning evacuation.

0-10 minutes: Lift maintenance arrives at problem lift and evaluates situation. If estimate is more than 15 minutes they advise dispatch.

10-15 minutes: Patrol prepares evacuation personnel and equipment.

20 minutes: Lift maintenance will weigh factors and either decide to have lift evacuated or repair lift in a timely manner.

Once a lift is ‘down’ for more than 10 minutes with an extended or no estimated time for running, a patroller will ski the line evaluating and informing the public. The system to be used to communicate will be verbal or a power horn. This patroller will also fill out the lift profile form and relay the contents of the form to the IC.

After the evacuation is complete and the public has been safely lowered to the ground, the ground crew checks their physical status, gives them yellow slips indicating they have been evacuated, and advises them of the specific route to ski, walk or be transported safely to the established meeting area.

Yellow slips are located at the tops of all major lifts and in the patrol stations.

Lift evacuation equipment locations, types and amounts:

Pluto:

4 ARK Kits
4 Harness Bags
1 Rescue the Rescuer kit

Locker room:

8 ARK Kits
9 Harness bags
1 Rescue the Rescuer kit

Lookout:

4 Ark Kits
4 Harness Bags

All evacuation equipment will be inspected annually with records stored in the Harness and lanyard inspection binder located in the patrol office.

Evacuation ropes are between 150 and 250' in length and are labeled on the outside of the rope bag.

Evacuation ropes are 11mm kernmantle static ropes that vary in length from 150' to 250' based upon intended use. Ropes are stored in labeled and color-coded bags.

GENERAL OUTLINE FOR LIFT EVACUATION

Once a determination that rope evacuation is necessary, an IC will be appointed following the ICS guidelines.

- Patrol Dispatch will continue to limit radio traffic to essential and evacuation-related traffic only.
- The IC will assign a patroller to ski the line, inform guests of the coming evacuation, and complete a lift profile sheet.
- The IC will coordinate the reallocation of patrol assets to assemble evacuation teams and the transport of ARK kits and a rescue the rescuer kit to the staging area.
- The IC will establish a meeting point for all evacuated guests.
- The IC will coordinate the informing of all relevant Northstar personnel and departments, including, but not limited to, the Major Incident Group, the Pass Office, Transportation, and Marketing.
- The IC will assign evacuation teams to the down lift.
- The Ski Patrol will evacuate all lifts with ARK kits. Other mountain departments may be asked by the IC to assist with crowd control, route-finding for evacuated guests, and other duties as assigned.
- If the Backside or PLE are down, the IC will coordinate with Lift Maintenance to spin the other lift to evacuate guests from the Backside complex.
- If Martis Camp or Timberline is down, the IC will coordinate with Transportation to evacuate guests from the bottom.

- If a lift is evacuated at night, the IC will coordinate with grooming to utilize snowcats as needed.

PROCEDURE FOR USING ARK EVACUATION SYSTEM

1. IC Confirms over Channel 1 that the lift in question is “locked out and tagged out” and verbally copies Lift Maintenance’s affirmative answer. IC then insures that dispatch copies lift “locked out and tagged out.”
2. The IC will review the lift profile sheet, take notice of any special circumstances, assign teams, and brief the evacuation plan to all relevant parties.
3. The IC will confirm that Dispatch has open, and is following, the appropriate dispatch checklist for the lift undergoing evacuation.
4. IC establishes or delegates an evacuation plan for guests and/or a meeting point.
5. Teams will transport themselves safely to their assigned spans.
6. Flyers will climb towers and begin to evacuate their assigned spans pursuant to the procedures established in the Evacuation Flyer Test.
7. Ground crew will establish anchors, belay, assist lowered guests, and direct guests to their meeting point pursuant to the procedures establish in the Ground Crew test.
8. The evacuation teams will keep dispatch informed via radio when their span(s) are clear, and await reassignment from the IC.
9. The IC ensures that all occupants have been evacuated.
10. Once all occupants are evacuated, the IC ensures that all teams are on the ground and accounted for.
11. The IC informs the MOD that all personnel are clear from the lift, and ensures they are all transported to the meeting point, and that vouchers have been distributed.
12. The IC releases all personnel to return to normal duties.

Please refer to individual lift profiles on the N: drive for the specifics of each lift. N:\Patrol-NS\Chairlift Evacuation\Lift Profiles

If this document is printed, please print copies of all evac profiles.

Mass Casualty

A mass casualty incident is any incident in which emergency medical services are overwhelmed by the number and severity of casualties.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442
2. Security Manager	Security	2	(530)305-7110	(530)562-2258

DISPATCH CHECKLIST:

- ☐ Notify 911.
- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communications only.
- ☐ Initiate incident notification calls via the Incident Notification Chart.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMANDER CHECKLIST:

- ☐ Ensure Placer County Sheriff and Northstar Fire are notified.
- ☐ Confirm the extent of injuries to guests and employees.
- ☐ Secure a staging area in coordination with emergency responders.
- ☐ Facilitate needs of law enforcement and emergency responders.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar management for guest recovery procedures as needed.

SECURITY CHECKLIST:

- ☐ Control access to affected area.

- ☐ Facilitate needs of law enforcement.
- ☐ Assist Ski Patrol and medical responders as appropriate.

SKI PATROL

- ☐ Designate scene commander to triage and prioritize the severity of injuries.
- ☐ Allocate additional patrollers from other areas as needed.

Missing Person/Search and Rescue

An incident where a guest or employee believed to be at or adjacent to the resort or ski area cannot be located.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442
2. Security Manager	Security	2	(530)305-7110	(530)562-2258

DISPATCH CHECKLIST:

- ☐ Refer to Missing Person Protocol found on page 66.
- ☐ Refer to Search and Rescue Guidelines found on page 70.
- ☐ Contact Patrol and Security to begin process of locating lost party.
- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Do not discuss the incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMANDER CHECKLIST:

- ☐ Confirm if there are additional affected and/or injured guests and employees.
- ☐ Ensure Security has been notified and has initiated a search within the Village, parking lots, and lodging sectors.
- ☐ Notify Placer County Sheriff in the event of an out of bounds search.
- ☐ Facilitate the needs of rescue personnel.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Communicate with Management via internal phone tree on rescue strategies and plan.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Activate Incident Command Center and positions as needed.

- ☐ Consult Northstar management for guest recovery procedures as needed.

SKI PATROL CHECKLIST:

- ☐ Ensure reporting party is escorted to Ski Patrol station.
- ☐ Enact Search and Rescue protocols.
- ☐ Assist Placer County Search & Rescue if possible and approved by the IC.

SECURITY CHECKLIST:

- ☐ Ensure reporting party is escorted to Security office.
- ☐ Enact Missing Person protocols.

Missing Person Protocol

Once a missing person is reported to the Security Department, a Security Officer will escort the reporting party to the Children's Center. The Children's Center will act as the village hub and provide a warm, dry space where the reporting party can fill out a detailed missing persons report. Once the missing person information is obtained, Security will notify appropriate departments such as, Ski Patrol, Village Info Hosts, Ticket Scanners, Parking, etc. A Northstar employee must stay with the Reporting Party until they are reunited with the missing person.

To expedite the search, the Security Officer should notify Dispatch of the pertinent description and information while escorting the reporting party to the Children's Center. This information includes, but is not limited to; location last seen, skier or snowboarder, skiing/snowboarding ability and preferred terrain preference, age, name, sex, race, and physical description including clothing. If applicable, cell phone number, where they are staying, and location of their vehicle.

If the missing person is possibly on the mountain, ski patrol and mountain safety shall be notified.

Our goal is to calm the reporting party and make them as comfortable as possible and involve as many people as possible in the search for the missing person. Our responsibility ends when the parties are united, all searchers have been notified and the appropriate information has been documented in the Security Department logs.

DISPATCH OFFICER'S RESPONSIBILITIES:

- A. Broadcast a description of the missing person.
- B. Have all Officers check the areas that they are currently assigned to.
- C. Immediately deploy Officers to monitor entrances/exits and systematically search all areas of the property.
- D. Monitor CCTV and actively search for the missing child (pay close attention to all entrances/exits, including emergency exits and stairwell alarms).
- E. Re-transmit information to all Officers, then all other department radio frequencies.
- F. Maintain communication with the Sergeant on Duty and PS Officers.

IF THE CHILD IS NOT FOUND WITHIN 15 MINUTES:

- Call the Placer County Sheriff's Department's emergency number at 9-1-1 for assistance.

IF THE CHILD IS FOUND AND APPEARS TO HAVE BEEN LOST SOMEWHERE ON THE PROPERTY AND UNHARMED:

- Reunite the child with the parent or legal guardian.
- Over the radio, announce it is Code 4 to inform all Officers that the child has been found.

- The primary Officer will be responsible for documenting the incident in a case report, even if the child was just lost in the building.

IF THE CHILD IS FOUND AND IS ACCOMPANIED BY SOMEONE OTHER THAN THE PARENT OR LEGAL GUARDIAN, AND THAT PERSON IS LEAVING OR ATTEMPTING TO LEAVE THE PROPERTY OR VENUE WITH THE CHILD:

- Use reasonable efforts to delay the departure of the person believed to be accompanying the child. Do not let the child leave the building.
- Call the Placer County Sheriff's Department's emergency number at 9-1-1 and identify the person(s) accompanying the child.

Note: For a missing person that has been reported as being physically or mentally challenged, an emergency search for the person regardless of their age should be conducted.

Northstar Missing Person Report

Date_____

Time_____am/pm

Reporting Person's Name: _____ Contact Number: _____

Relationship to Missing Person: _____

Address: _____ City _____

State _____ Zip _____

Missing Person's Name: _____ Contact Number: _____

Age: _____ Gender: M / F

Medical Conditions: _____

Location/Time Last Seen: _____

Possible Meeting Points and Trails: _____

All Meeting Places Checked? Are People There? _____

Method of Transportation: _____ Location: _____

Is Equipment There? _____ Notes Left? _____

Local Address: _____ Room #: _____

Has room been called? _____ Were people there? _____ Note left? _____

CHECK 1050 LIST, NORTHSTAR CLINIC, AND TAHOE FOREST HOSPITAL.

PHYSICAL DESCRIPTION/CONDITION:

Height _____ Weight _____ Hair _____ Age _____

Jacket _____ Pants _____

Boots _____ Hat _____

Other: _____

Physical Condition: _____ Backcountry Experience: _____

Lighter (Smoker)? _____ Previous Meal? _____ Familiar w/Mountain? _____

Extra Clothing/Food? _____

Skier / Snowboarder? _____ Level of Experience: _____

Rental or Personal Equipment? _____

If Rental, From Where? _____

Has Equipment Been Returned? _____

LAST SEEN LOWER MOUNTAIN:

Temperature: _____

Informed:

Time:

Placer County Sheriff _____

TART Bus Service _____

Northstar Bus Service _____

Hotel (please list): _____

LAST SEEN UPPER MOUNTAIN:

Favorite place to ski/ride _____

Informed:

Time:

Snowmaking _____

Grooming _____

Then ask for the on duty foreman's consent to inform:

Security Manager _____

Ski Patrol Director _____

COO/Manager on Duty _____

Health & Safety _____

PERTINENT AREAS:

Searched Lifts: _____

Time: _____

Runs: _____

Time: _____

Search and Rescue Guidelines

These guidelines outline what the Northstar Ski Patrol will do in the event of a skier missing at the resort. These guidelines are subject to change due to circumstances such as weather, staffing levels, availability of resources or other unforeseen circumstances.

The Reporting Party (RP) will be escorted to either the Ski Patrol or Public Safety office to ascertain as much information from them as possible.

The Mountain Operations Manager or General Manager will be notified that there is a lost person and a possible search in progress.

Placer County Sheriff Office will be contact and informed that we have a possible search. They will send out an officer to determine the validity of the possible Search and Rescue (SAR).

The nearest available Patrol Supervisor will conduct a hasty search of the roads in likely areas on a snow mobile. Patrol Dispatch will be informed if any tracks or clues are discovered.

The patrol director or assistant director will organize a patrol search team in the locker room. Each member of the search team will have ski/snowboard equipment, climbing skins or snowshoes, extra food and water, two headlamps/flashlights, radio with extra battery and appropriate clothing. Appropriate first aid equipment will also be carried. Search area assignment and route selection will be discussed prior to leaving the locker room.

Based on weather and snow conditions, additional resources will be organized, such a snow cats to groom roads in likely search area and snowmobiles to transport searchers. Additionally, transportation will be arranged for outside resources such as Tahoe Nordic Search and Rescue. Support for the search party, ie. food, water and additional clothing/equipment will be arranged as conditions warrant.

Northstar Ski Patrol searchers will report directly to Patrol Dispatch any pertinent information until an Incident Commander (IC) is assigned.

Upon arrival of outside SAR personnel, Northstar Ski Patrol will assist search efforts as conditions and resources allow.

Mudslide

A mudslide or mudflow is defined as a moving mass of soil made fluid by rain or melting snow. Often resulting from heavy precipitation in a short period of time, mudslides are capable of destroying buildings, washing out and/or obstructing roadways, and knocking down trees or large boulders.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Environmental Manager	39	1	(970)331-8661	(530)562-8045
2. Snowmaking Manager		1	(530)448-6519	(530)562-3285
3. Environmental Planner	20	1	(530)263-0194	(530)562-8044

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication only.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Coordinate evacuations as necessary in consultation with IC.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Placer County Sheriff, California Highway Patrol, and Northstar Fire are notified as appropriate.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Coordinate appropriate sampling of sediment laden water if mudslide reaches surface water or drainage infrastructure and ensure reporting to Lahontan Water Quality Board.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Ensure affected departments account for all employees.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

MOUNTAIN OPERATIONS CHECKLIST:

- ☐ Facilitate closures to prevent guests or employees from entering affected areas.
- ☐ Authorize entry for remediation and assessment by Placer County and/or geologists.
- ☐ Account for all employees.
- ☐ Notify dispatch of any injuries or immediate health hazards caused by damage.
- ☐ In consultation with IC, facilitate evacuation of affected building(s) or base area when deemed safe using designated routes and procedures.
- ☐ Determine need for rescue procedures and communicate to IC and responding agencies.
- ☐ Determine any damage to utilities and associated potential hazards; report to responding agencies accordingly.
- ☐ Determine damage to resort property.

Night Emergency

A Night Emergency is any occurrence which interrupts or prevents the execution of normal night operations including lift operations, dining, skiing, or events.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Security Manager	Security	2	(530)305-7110	(530)562-2258
2. Grooming Manager	301	1/8	(530)318-3245	(530)562-3633
3. Terrain Parks Manager	70	8	(530)448-6273	(530)562-3217

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Coordinate evacuations as necessary in consultation with IC; refer to Mountain Evacuation Plan.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed
- ☐ Ensure Truckee Police Department, Northstar Fire, and Truckee Fire are notified as appropriate.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure affected departments account for all employees.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

DEPARTMENT MANAGERS CHECKLIST:

- ☐ Determine incident type and refer to appropriate section if applicable (ie. Power Outage, Structure Fire, Severe Weather, etc.).
- ☐ Initiate mountain activity evacuation protocols in consultation with IC; refer to Evacuation Plan.
- ☐ Coordinate accommodations, utilities, and supplies as necessary for shelter in place.
- ☐ Upon final evacuation, confirm sweeps for all buildings.
- ☐ Account for all employees and guests.

Power Outage

A blackout of any period of time in which power to one or all facilities has ceased and is affecting operations.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
3. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Building Maint. Manager	701	7	(530)448-6450	(530)562-2233
2. Security Manager	Security	2	(530)305-7110	(530)562-2258
3. Lift Maintenance Director	100	1	(530)448-9613	(530)562-3214

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Arrange for auxiliary back-up of radio communications.
- ☐ Move to cell phone communication if necessary.
- ☐ Communicate with IC regarding ongoing lift status.
- ☐ Document Lift Downtime and auxiliary start up.
- ☐ Contact Liberty Utilities if necessary.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMANDER CHECKLIST:

- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Approve auxiliary operations and/or lift evacuations with backup diesel engines as deemed appropriate.
- ☐ Ensure affected departments account for all employees.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Communicate with Lift Maintenance regarding operational status of lifts.
- ☐ Determine extent of power outage and coordinate with management of affected buildings and departments.

- ☐ Ensure mobile generators, backup heating, and emergency resources are acquired as needed based on length of power outage.
- ☐ Ensure uninterrupted fuel supply for equipment, lifts, vehicles, and generators.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Contact Northstar Fire for additional resources if necessary.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar management for guest recovery procedures as needed.

LIFT MAINTENANCE CHECKLIST:

- ☐ Initiate Lift start up or evacuation via auxiliary motors.
- ☐ Coordinate lift status and/or evacuation with IC, Lift Operations, Ski Patrol, and Dispatch.

SECURITY CHECKLIST:

- ☐ Stand-by cash office.
- ☐ Coordinate with resort management for emergency lighting and building evacuation.

BUILDING MAINTENANCE CHECKLIST:

- ☐ Coordinate mobile generators as necessary depending on actual or forecasted duration of outage.
- ☐ Assist operations with additional generator if available.

Severe Weather

Severe weather refers to any dangerous meteorological phenomena with the potential to cause damage, serious social disruption, or loss of human life. It may include thunder, lightning, heavy rain, hail, damaging winds, or tornados.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442
2. Lift Maintenance Director	100	1	(530)448-9613	(530)562-3214
3. Senior Manager Resort Ops	480	7	(530)210-3144	(530)562-3503

Patrol Dispatch will be in charge of incident only during seasonal operations; during off-season or after hours Security Dispatch will take over responsibilities.

DISPATCH CHECKLIST:

- ☐ Refer to Lightning Activity Level chart found on page 79.
- ☐ Track incident progress and occurrences.
- ☐ Obtain reports of weather type and estimated proximity.
- ☐ Establish continuous monitoring of weather radar for movement and changes.
- ☐ Alert on radio channel 1 of severe weather type and impending operations shutdown.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Severe weather including lightning will be monitored by spotters and radar programs; keep log of strikes and locations.
 - Lightning within 50 miles of property will trigger upper mountain hiking suspension.
 - Lightning within 30 miles of property will trigger winter backside operations suspension.
 - Lightning within 20 miles of property will trigger full mountain operations suspension.
 - Lightning within 10 miles of property will trigger base area operations suspension.
- ☐ If mountain operations are suspended, initiate mountain activity evacuation protocols in consultation with IC; refer to Evacuation Plan.
 - Contact Lift Operations to initiate last chair procedures and advise guests.

- ☐ Notify additional affected departments of the shutdown
 - Mountain Dining
 - Bike Park
 - Bike Academy
 - Ticket office
 - Base Area Activities
- ☐ If within operating hours and safe to do so, consult with IC to resume operations once severe weather has improved and threat has passed.
 - 30 minutes after last lightning strike within designated miles
 - At discretion of Patrol Dispatch or Lift Maintenance
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMAND CHECKLIST:

- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Northstar Fire is notified as appropriate.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Ensure affected departments account for all employees.
- ☐ Consult Northstar Management for guest recovery procedures as needed.

Lightning Activity Level Chart

The lightning activity level is a common parameter that is part of fire weather forecasts nationwide. LAL is a measure of the amount of lightning activity using values 1 to 6 where:

LAL	Cloud & Storm Development	Lightning Strikes/15 min
1	No thunderstorms.	0
2	Cumulus clouds are common but only a few reach the towering cumulus stage. A single thunderstorm must be confirmed in the observation area. The clouds produce mainly vapor, but light rain will occasionally reach the ground. Lightning is very infrequent.	1-8
3	Towering cumulus covers less than two-tenths of the sky. Thunderstorms are few, but two to three must occur within the observation area. Light to moderate rain will reach the ground, and lightning is infrequent.	9-15
4	Towering cumulus covers two to three-tenths of the sky. Thunderstorms are scattered and more than three must occur within the observation area. Moderate rain is common and lightning is frequent.	16-25
5	Towering cumulus and thunderstorms are numerous. They cover more than three-tenths and occasionally obscure the sky. Rain is moderate to heavy and lightning is frequent and intense.	>25
6	Similar to LAL 3 except thunderstorms are dry.	

In the case of Lightning Activity Levels (LAL) of 3 or greater, 2 lookouts should be in place at top of Mount Pluto and top of Lookout Mountain. Patrol and Security will monitor lightning in our area.

Violence and Threats

Violence and Threats refers to the stated or perceived intention to use physical force intended to hurt, damage, or kill someone or something, or the physical behavior resulting from such intention.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
3. Health & Safety Manager	4	1	(530)205-8081	(530)562-3401
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Security Manager	Security	2	(530)305-7110	(530)562-2258
2. Ski Patrol Director	200	1	(530)448-3972	(530)562-3442

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate incident notification calls via the Incident Notification Chart.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMANDER CHECKLIST:

- ☐ Facilitate needs of law enforcement.
- ☐ Ensure Placer County Sheriff is notified if applicable.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure affected departments account for all employees.
- ☐ Confirm if there are affected and or injured guests and employees.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Remain in communication with Human Resources.
- ☐ Consult Northstar management for guest recovery procedures as needed.

SECURITY CHECKLIST:

- ☐ Determine nature of threat and required assistance.

- ☐ Control access to affected area.
- ☐ Facilitate needs of law enforcement.
- ☐ Only attempt to intervene in a manner consistent with Security Department policies.
Personal safety is the first priority.

Water Line Break

A water line break usually results from a hole or crack that has developed in a water pipe. A break of any size can impact domestic water supply or any other water source that serves resort operations.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	1	1	(970)331-4923	(530)562-2244
2. Director Mountain Ops	2	1	(775)450-6896	(530)562-2213
3. Director Base Area, Village & Events	11	1/7	(530)448-0324	(530)562-3684
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Building Maint. Manager	701	7	(530)448-6450	(530)562-2233
2. Snowmaking Manager		1	(530)263-0194	(530)562-3285
3. Senior Manager Resort Ops	480	7	(530)210-3144	(530)562-3503

DISPATCH CHECKLIST:

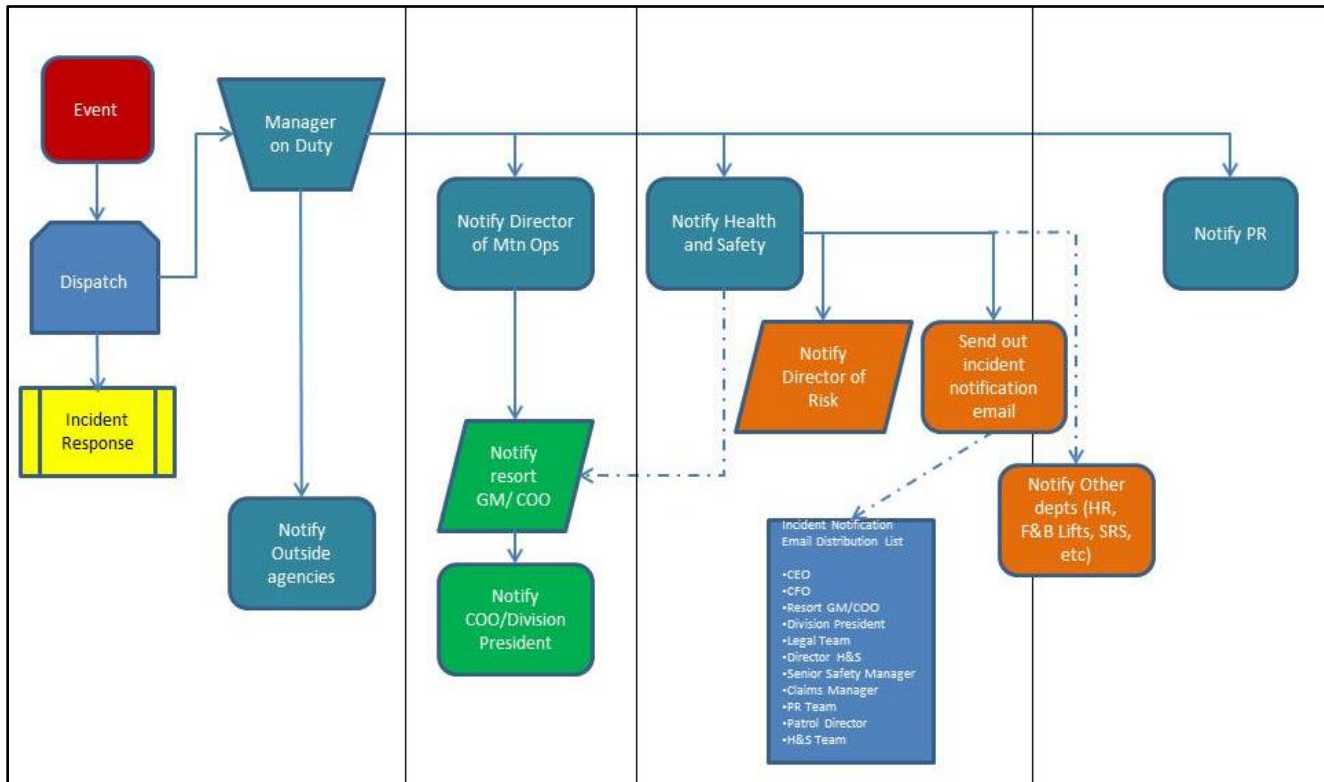
- ☐ Cal 911.
- ☐ Track incident progress and occurrences.
- ☐ Initiate notification calls via the Incident Notification Chart
- ☐ Do not discuss the incident with media or guests. Refer any questions to the Communications Department.

INCIDENT COMMANDER CHECKLIST:

- ☐ Confirm the shut-off of water supply above and below the break.
- ☐ Ensure that the area is closed off and/or secured.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Ensure notification of Northstar Community Services District, Liberty Utilities, and Northstar Fire.
- ☐ Identify progressive hazards; refer to Flood and/or Mudslide sections if needed.
- ☐ Communicate with all managers of any affected facilities.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Consult Northstar management for guest recovery procedures as needed.

Northstar California Emergency Contacts

Incident Notification Chart



Incident Command Contacts

Individual	Call Sign	Radio Channel	Office Phone	Cell Phone
COO Beth Howard	1	1	(530)562-2244	(970)331-4923
Director Mountain Ops Jim Larmore	2	1	(530)562-2213	(775)450-6896
Director Base Area Ops, Village & Events Nadia Guerriero	11	1/7	(530)562-3684	(530)448-0324
Director Skier Services Andy Buckley	10	1	(530)414-0113	(530)414-0113
Health & Safety Manager Scott Sibillia	4	1	(530)562-3401	(530)205-8081
Director Mountain Dining Kelly Rodriguez	855	8	(530)562-3451	(530)386-1126
Director Lodging Connie Blair	-	-	(530)562-2207	(530)545-2190
Director Human Resources Jenn Scharp	-	-	(530)562-2211	(530)277-8226
Senior Manager Communications Marcie Bradley	-	-	(530)562-3866	(415)902-1761
Director Finance Jasone Lawshe	-	-	(530)562-2234	(530)412-4238
Director Marketing	-	-	(530)562-8030	

Department Contacts

Department	Title & Phone	Title & Phone
Administration	(530)562-3434 Exec Asst. COO	(530)562-2235 Admin Asst.
	(530)562-3210 Mountain Admin	(530)562-3698 Senior Asst. Base Area
Building Maintenance	(530)562-2279 Office	-
Child Care	(530)562-2278 Director	-
Communications	(530)562-8036 Coordinator	-
Competition Services	(530)562-3232 Supervisor	-
Events	(530)562-2288 Senior Manager	(530)562-8048 Manager
Food and Beverage	(530)562-3471 Summit Deck & Grill	(530)562-3691 Village Cabana Bars
	(530)562-3526 Zephyr Lodge	(530)562-3819 Banquets
	(530)562-2250 TC's Pub	Big Springs Lodge
	(530)562-3506 Loading Dock	(530)562-2460 Martis Valley Grille
Golf Course	(530)562-2232 Superintendent	(530)562-3887 Director
	(530)562-3290 Golf Course Shop	
Grooming	(530)562-3633 Manager	-
Guest Services	(530)562-3516 Coordinator	(530)562-8018 Village Hosts
Health & Safety	(530)562-3401 Manager	(530)562-2240 Coordinator
Housekeeping	(530)562-2275 Main Line	(530)562-3519 Exec Housekeeper
Human Resources	(530)562-3510 Front Desk	(530)562-3835 Manager
Information Technology	(530)562-2223 Help Desk	(530)562-3589 Manager
Lift Maintenance	(530)562-3214 Director	(530)562-3218 Manager
Lift Operations	(530)562-8009 Manager	(530)562-3422 Asst. Manager
	(530)562-3421	-

	Asst. Manager	
Lodging	(530)562-2205 Front Desk	(530)562-2276 Manager
Mountain Systems	(530)562-8044 Env. Planner	(530)562-8043 Env. Planner
Mountain Safety	(530)562-3235 Manager	-
Parking	(530)562-3540 Supervisor	-
Patrol	(530)562-3444 Emergency Dispatch	(530)562-3445 Non-Emergency Dispatch
	(530)562-3441 Asst. Director	-
Product Sales & Service	(530)562-3280 Internal Line	(530)562-3610 Director
Rentals/Demos	(530)562-3532 Village Demos	(530)562-3677 or 8077 Village Rentals
	(530)562-3260 Ritz Carlton Demos	(530)562-3692 Rental Manager
Scanning	(530)562-3800 Gondola	(530)562-3255 Manager
Security	(530)562-2259 Dispatch	-
Ski & Ride School	(530)562-3621 Village Office	(530)562-3851 Mid Mountain Office
	(530)562-3546 Adventure, Guiding & Learning Center	(530)562-3410 Burton Academy
	(530)562-3231 Teams Director	-
Snowmaking	(530)562-3285 Manager	(530)562-3229 Supervisor
Terrain Parks	(530)562-3219 Manager	(530)562-3217 Supervisor
Transportation	(530)562-3559 Dispatch	(530)562-3833 Manager
	(530)562-3502 Asst. Manager	-
Utilities	(530)448-0660 Coordinator	-
Vail Resorts Retail	(530)562-3685 Retail Admin	(530)562-3512 Area Manager
	(530)562-8010 Regional Manager	-
Vehicle Maintenance	(530)562-2247	-

	Office	
Village Services	(530)562-3503 Senior Manager	(530)562-3595 Ops Manager

Outside Agency Contacts

Agency	Primary Phone	Secondary Phone
EMERGENCY	911	-
ALS/Ambulance	(530)582-7850 Truckee Fire	(530)583-6913 North Tahoe Fire
Placer County Coroner	(530)889-7878 Auburn, CA	-
Placer County Sheriff	(530)581-6301 Tahoe City, CA	(530)581-6300 After Hours – Tahoe City
	(530)889-7800 Auburn, CA	-
Liberty Utilities	(800)782-2506 Customer Service	-
Suburban Propane	(800)776-7263 Customer Service	-
Northstar Fire Department	(530)562-1212 ext. 4 Station 31 – Northstar Dr.	(530)562-1212 ext. 5 Station 32 – Highlands View Dr.
North Tahoe Fire Protection District	(530)583-6913 Main Line – Tahoe City, CA	-
Truckee Fire Protection District	(530)582-7850 Office	-
Placer County Health & Human Services	(530)546-1900 Carnelian Bay, CA	(530)889-7141 Auburn, CA
Placer County Environmental Health	(530)581-6240 Auburn, CA	-
California Department of Public Health	(916)558-1784 General Information	(916)328-3605 Duty Officer
California Highway Patrol	(530)582-7500 Truckee Dispatch	(530)582-7570 Truckee Office
Tahoe Forest Hospital District	(530)587-6011 Main Line	-
Renown Hospital Reno	(775)982-4100 General Inquiries	-
Northstar Medical Clinic	(530)582-6594 Onsite Location	-
Cal/OSHA Regional Office	(916)263-2800 Sacramento, CA	-
Truckee Police Department	(530)550-2320 Non-Emergency Dispatch	(530)550-2323 Office
Northstar Community Services District	(530)562-0747 Main Office	-
Federal Emergency Management Agency	(202)646-2500 General Operator	(510)627-7251 District IX Response Division

Placer County Search & Rescue	(530)889-7846 Auburn, CA	-
Resolute Security	(877)774.2009 Sacramento, CA	(415)633.8814 San Francisco, CA
CalFire	(916)653-5123 Sacramento Headquarters	(530)823-4904 Nevada-Yuba-Placer Unit
California Passenger Tramway Board	(916)263-3511 Sacramento Office	-
California Department of Transportation	(916)654-2852 General Information	(530)634-7640 Caltrans District 3 Office
Belfor	(775)588.4992 Paul Gardner	(877)587.2416 Emergency Number
Servpro	(775)747-2800 Reno, NV	-
National Weather Service	(775)673-3900 Reno Forecast Office	-
USDA Forest Service	(800)832-1355 National Headquarters	(530)587-3558 Truckee Ranger District
	(530)265-4531 Tahoe National Forest Office	(530)543-2600 Lake Tahoe Basin Management Unit
California Office of Emergency Services	(530)886-5300 Rui Cunha, Asst. Director Auburn, CA	(530)886-5316 Young Rodriguez, Senior Emergency Services Specialist – Auburn, CA
Southwest Gas Corporation	(775)882-0193 Emergency/Safety Issues Northern Nevada Division	(800)772-4555 Emergency/Safety Issues Northern Nevada Division
Air Ambulance Service	(775)858-5700 Careflight – Reno, NV	(916)921-4000 Calstar – McClellan, CA
Lahontan Regional Water Quality Board	(530)542-5464 Dale Payne	-
Poison Control Center	(800)222-1222 National Line	-
Placer County Animal Services	(530)886-5541 Auburn, CA	(530)546-1990 Tahoe Vista, CA

Incident Command Team Checklists

Checklists have been created to establish clear responsibilities of each ICT member. Each team member shall be trained on the responsibilities outlined on the checklist prior to an emergency response situation.

Position Assignments

Position	Primary	Secondary	Alternate
Public Relations	Senior Manager Communications	Director Marketing	Director Base Area Ops, Village & Events
Liaison	Director Skier Services	Director Base Area Ops, Village & Events	Director Mountain Ops
Safety	Health & Safety Manager	Director Skier Services	-
Operations	Director Mountain Ops	Director Base Area Ops, Village & Events	Director Skier Services
Logistics	Director Base Area Ops, Village & Events	Director Mountain Dining	Director Lodging
Finance/Administration	Director Finance	-	-

Position Checklist: Incident Commander

Assigned to: Position may vary; refer to specific incident plan. Manager on Duty may also be responsible.

General Duties:

- Serve as Incident Commander in charge of the ICT.
- Manage and coordinate incident response by enacting and overseeing the ERP.
- Develop strategies and approve plans.

Activation Checklist

- ☐ Enact and oversee the ERP as related to the incident
- ☐ Identify and establish roles of personnel in the ICT using the incident command structure; ensure that ICT check-in procedure is established immediately
- ☐ Set up your workstation and review your position responsibilities
- ☐ Determine your resource needs such as a computer, phone, plan copies and other reference documents
- ☐ Have Dispatch establish and maintain a log that chronologically describes significant actions
- ☐ Obtain a briefing from all involved and responding parties on the extent of the emergency
- ☐ Activate full or partial ICT depending on the scope of the incident
- ☐ Ensure that the ICT is properly set up and ready for operations
- ☐ Brief staff and executives as required
- ☐ Direct activation of the incident notification tree to provide emergency instructions

Deactivation Checklist

- ☐ Contact involved agencies and/or individuals and notify them when deactivation of the ICT will take place
- ☐ Gather all reports and documents and review for thoroughness.
- ☐ Ensure that section personnel complete the following:
- ☐ Complete final reports as needed
- ☐ Conduct an incident review to evaluate success and opportunities
- ☐ Maintain appropriate reports, maps, and logs
- ☐ Deactivate each section as appropriate
- ☐ Proclaim termination of the incident response and proceed with recovery operations, if appropriate
- ☐ Schedule Incident Review

Position Checklist: Public Relations Officer

**Assigned to: Senior Manager Communications, Director Marketing, Director Base Area
Ops Village & Events, Director Human Resources**

General Duties:

- Serve as the central operations point for all media releases and internal communication.
- Prepare and disseminate incident public information – both internal and external.
- Establish regular communication with ICT and with other agencies involved in the incident response (i.e. Police and Fire Departments, etc.).
- Keep the public informed on a timely basis during potential and actual incidents.
- Maintain a relationship with the media representatives and hold press conferences as required.
- Address all media inquiries and rumors.
- Manage social media.

Activation Checklist

- ☐ Check in upon arrival at the ICT
- ☐ Refer to the ERP
- ☐ Set up your workstation and determine your resource needs such as a computer, phone, and plan copies
- ☐ Establish and maintain a log that chronologically describes your actions taken during each operational period
- ☐ Determine staffing requirements and make required personnel assignments for the Public Information function as necessary

Operational Checklist

- ☐ Act as primary spokesperson for the incident. Be the liaison / coordinator between the media and resort management
- ☐ Implement and maintain an overall information release program ensuring internal contact locations have appropriate information for inquiring guests
- ☐ Establish necessary contacts with the media (newspaper, radio and television)
- ☐ Obtain COO / GM and Legal's approval for media releases
- ☐ Gather and disseminate public instruction, warnings and announcements, including warnings about unsafe areas, structures and/or facilities; coordinate with other communications systems to issue warnings
- ☐ Advise COO / GM of all unusual requests for information and of all major critical or unfavorable media comments/rumors; recommend procedures or measures to improve media relations

- ☐ Arrange meetings between the media and emergency personnel and/or members of the Vail Resorts executive staff as appropriate with the situation or status of the incident
- ☐ Coordinate press conferences as needed
- ☐ Publicize an official list of assistance centers and shelter sites
- ☐ Ensure that file copies are maintained of all the information released
- ☐ Establish media center
- ☐ Set up briefing areas and sites for media and satellite vehicles

Deactivation Checklist

- ☐ Prepare final news releases and advise media representatives of points-of-contact for follow-up stories
- ☐ Ensure copies of all logs generated during the situation are submitted
- ☐ Provide input for the post-incident evaluation

Position Checklist: Liaison Officer

Assigned to: Director Base Area Ops Village & Events, Director Mountain Ops, Director Skier Services, Health & Safety Manager

General Duties:

- Act as the main point of contact for all outside agencies excluding media.

Activation Checklist

- ☐ Check in upon arrival at the ICT
- ☐ Refer to ERP
- ☐ Determine your resource needs such as a computer, phone, plan copies and other reference documents
- ☐ Establish a log to chronologically describe your significant actions during each operational period

Operational Checklist

- ☐ Coordinate liaison to outside agencies and resources per the communication checklist
- ☐ Be prepared to re-locate to outside agency ICT
- ☐ Contact agency representatives already on-site and coordinate their needs
- ☐ Brief Agency Representatives on current situation, priorities and plans; provide briefings as necessary
- ☐ Request Agency Representatives maintain contact with their agency and obtain situation information that may be useful
- ☐ Respond to requests from ICT Staff for agency information and direct those requesting information to appropriate Agency Representatives
- ☐ Assist the Incident Commander in conducting regular briefings for the Agency Representative group
- ☐ Maintain a log, noting messages received, decisions made, actions taken and personnel on duty

Deactivation Checklist

- ☐ Contact involved agencies and/or individuals and notify them:
 - When deactivation will take place
 - Whom they should contact (include contact number) for the completion of ongoing actions or new requirements
- ☐ Ensure copies of all logs generated during the operation are submitted
- ☐ Provide input during the incident review
- ☐ Release agency representatives who are no longer required in the ICT when authorized by the Incident Commander

Position Checklist: Safety Officer

Assigned to: Health & Safety Manager, Director Skier Services

General Duties:

- Monitor activities in the ICT and promote a work environment that is conducive to safe operations.
- Oversee incident site areas for safe operations, closures, evacuations, barricades, etc.
- Observe group interaction and individual performance to ensure that work related stress does not adversely affect the performance of the staff.

Activation Checklist

- ☐ Check in upon arrival at the ICT
- ☐ Set up your workstation and review your position responsibilities
- ☐ Determine your resource needs such as a computer, phone, plan copies and other reference documents
- ☐ Establish a log that chronologically describes your significant actions taken during each operational period
- ☐ Develop Safety Messages throughout the incident

Operational Checklist

- ☐ Obtain a briefing from the Incident Commander
- ☐ Determine the scope of on-going operations
- ☐ Evaluate conditions and advise the Incident Commander of any condition and actions which might result in injuries
- ☐ Coordinate with corporate legal to advise the Incident Commander on emergency rules and regulations and laws required for acquisition and/or control of critical resources
- ☐ Maintain a file of injuries and illness associated with guests and resort personnel as well as witness statements on injuries
- ☐ Ensure copies of all logs generated during the operation are submitted
- ☐ Provide input for the incident review

Deactivation Checklist

- ☐ Ensure copies of all logs generated during the operation are submitted
- ☐ Provide input during the incident review

Position Checklist: Operations Officer

Assigned to: Director Mountain Ops, Director Base Area Ops Village & Events, Director Skier Services

General Duties:

- Coordinate staff, resources, and response to incident per the ERP and direction of the Incident Commander.
- Evaluate and act on operational information.
- Prioritize response needs and resources.
- Determine needs and request more resources and coordinate with field operations when necessary.
- Coordinate with Safety Officer to manage and mitigate risk.

Activation Checklist

- ☐ Check in upon arrival at the at ICT
- ☐ Refer to the ERP
- ☐ Set up your workstation and review your position responsibilities
- ☐ Determine your resource needs such as a computer, phone, plan copies and other reference documents

Operational Checklist

- ☐ Establish communications with the affected areas. Activate appropriate departments to support operations
- ☐ Identify key issues currently affecting the Operations Section; meet with section personnel and determine appropriate section objectives for the operational period
- ☐ Monitor and track which resources are deployed, requested and denied; coordinate needs with the Logistics Officer

Deactivation Checklist

- ☐ Transfer ongoing missions and/or actions to appropriate full-time staff
- ☐ Ensure copies of all logs generated during the operation are submitted
- ☐ Provide input during the incident review

Position Checklist: Logistics Officer

Assigned to: Director Base Area Ops Village & Events, Director Mountain Dining, Director Lodging

General Duties:

- Manage the overall resource and supply requests for incidents.
- Request the procurement of personnel, materials, equipment and facilities.

Activation Checklist

- ☐ Check in upon arrival at the ICT
- ☐ Refer to the ERP
- ☐ Set up your workstation and review your position responsibilities
- ☐ Determine your resource needs such as a computer, phone, plan copies and other reference documents

Operational Checklist

- ☐ Request departments as needed to support logistics needs
 - Transportation
 - Purchasing and Supply
 - Facilities
 - Food and Beverage
 - Communications / IT
 - Medical
- ☐ Assist the Planning Section in the development of the ICT Plan
- ☐ Evaluate expenditures with Finance for logistical requirements
- ☐ Ensure that all requests for facilities and facility support are addressed
- ☐ Determine if requested types and quantities of supplies and material are available in inventory
- ☐ Provide food, utilities and shelter for all ICT staff and volunteers as required; assist field level with food services at camp locations as requested
- ☐ Prepare and process administrative paperwork associated with rental and supply contracts; forward the information to the Finance Section
- ☐ Ensure that utilities and restrooms are operating properly
- ☐ Share status information with other sections as appropriate

Deactivation Checklist

- ☐ Contact involved agencies and/or individuals and notify them:
 - When deactivation will take place
 - Whom they should contact (include contact number) for the completion of ongoing actions or new requirements
- ☐ Provide input during the incident review

Position Checklist: Finance/Administration Officer

Assigned to: Director Finance

General Duties:

- Manage the Finance/Admin Section.
- Supervise all financial aspects of the incident.
- Ensure expenditures are approved by Incident Commander.

Activation Checklist

- ☐ Check in upon arrival at the ICT
- ☐ Set up your workstation and review your position responsibilities
- ☐ Determine your resource needs such as a computer, phone, plan copies and other reference documents

Operational Checklist

- ☐ Attend all meetings to gather information of overall strategy and assist the Planning Section in the development plans
- ☐ Provide input for financial and cost analysis
- ☐ Coordinate financial transactions with the departments involved in incident response to assure proper documentation for recovery of funds
- ☐ Prepare incident cost summaries including Guest Recovery when applicable
- ☐ Ensure pieces of equipment under contract are properly identified
- ☐ Initiate, gather and update time reports for personnel and volunteers assigned to incident response
- ☐ Provide briefings to the Incident Commander
- ☐ Share status information with other sections as appropriate

Deactivation Checklist

- ☐ Contact involved agencies and/or individuals and notify them:
 - When deactivation will take place
 - Whom they should contact (include contact number) for the completion of ongoing actions or new requirements
- ☐ Ensure copies of all logs generated during the operation are submitted

Department Roles and Responsibilities

Roles have been selected for each department based upon their unique capability to fill those responsibilities. Some of the assigned functions may require cooperation with groups and agencies from outside Northstar.

The primary function of the department is described in detail for specific departments identified in Incident Action Plans.

Upon activation of Incident Command, all employees should return to their department staging location (office, locker room, building, etc.) and await further instructions or mobilization from the Incident Commander via their Manager.

Department: Building Maintenance

Emergency Responsibilities:

Building access
Hazard evaluation
Transport (pickups)
Domestic water systems operations
Utility locations and shutoffs

Outside Agency Interface:

Northstar Fire, Truckee Fire (EMS)
Liberty Utilities
Southwest Gas

Northstar Community Services District
Belfor
Suburban Propane

Equipment Mobilization:

Resort Operations radios
Pickups
Generators
Electric/gas portable heaters
Other tools & equipment

Job Descriptions/Function:

- The manager may be called upon to interpret building technical plans, stabilization strategies, and advising of outside agencies.
- Staff shall be available to assist in vehicle staging and most other capacities where more people are needed.

Action Plan:

- ☐ Locate and isolate secondary electric power/ natural gas
- ☐ Operate domestic water systems for fire truck filling, etc.
- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ Locate and recall personnel
- ☐ If authorized by Incident Commander, call in off duty operators
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Communication

Emergency Responsibilities:

Internal communication
External communication

Outside Agency Interface:

Press
General public
Placer County Sheriff
Northstar Fire

Equipment Mobilization:

Radios
Computers/ laptops
Internet connection
General office equipment (computers, copiers, phones, etc.)

Job Description/Function:

- Collect and provide information related to the incident which is of interest to the press, family and friends of the injured, and general public.
- Protect and preserve the confidentiality of the injured and Northstar.
- Approve outgoing information in a timely and orderly fashion.

Action Plan:

- ☐ Establish the general public information location
- ☐ Establish an area for the press
- ☐ Inform the Incident Commander of this location
- ☐ Establish a private and separate office specifically designated for the use of the public information office

Department: Fleet/Vehicle Maintenance

Emergency Responsibilities:

Transportation of personnel and equipment
Spill Response
Welding or cutting torch
Vehicle and equipment repair

Outside Agency Interface:

Placer County Sheriff
CalTrans
CA Highway Patrol
Outside vendors

Equipment Mobilization:

Radios
Traffic control barriers
Traffic control signs
Vehicles and Heavy Equipment

Job Description/Function:

- The Fleet Maintenance/ Vehicle Maintenance department will help in any way the Incident Commander needs as per the event.
- The department may be asked to alter or reduce their normal operations; the request will come from the Incident Commander.

Action Plan:

- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ Gather available personnel in one location and record names
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Food & Beverage

Emergency Responsibilities:

Food & beverage support to response crews and/or guests
Shelter for response crews

Outside Agency Interface:

Placer County Environmental Health
Northstar Fire, Truckee Fire (EMS)
Liberty Utilities

Placer County Sheriff
Southwest Gas
Suburban Propane

Equipment Mobilization:

Food service transport containers
Food service cooking and sanitizing equipment
Restrooms

Job Description/Function:

- The Incident Commander will assign Food & Beverage a given role as it relates to the event.

Action Plan:

- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ Assess available water and food resources
- ☐ If authorized by Incident Commander, call in off duty operators
- ☐ Gather available personnel in one location and record names
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Grooming/Trails

Emergency Responsibilities:

On mountain transportation
Heavy equipment operations
Trail crew/ teams

Outside Agency Interface:

Northstar Fire

Equipment Mobilization:

Snowcats
Heavy equipment
Radios
Pickups
Chainsaws/ hand tools
Forest fire tools

Job Description/Function:

- The primary function of the Grooming or Trails department is the transport of groups of people and equipment. The department's skill may also be needed to operate heavy equipment, chain saws, etc.
- If a vehicle is activated for operation, the operator will note the time of activation and deactivation.

Action Plan:

- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ Assess available equipment and potential needs of incident response
- ☐ If authorized by Incident Commander, call in off duty operators
- ☐ Gather available personnel in one location and record names
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Lift Maintenance

Emergency Responsibilities:

Lift repair
Rigging and mitigation
On mountain transportation (snowmobiles, pickups)
Crowd control

Outside Agency Interface:

CA Passenger Tramway Board	CalFire
Liberty Energy	Placer County Sheriff
Northstar Fire, Truckee Fire (EMS)	Doppelmayr
Placer County Search & Rescue	Cal OSHA

Equipment Mobilization:

Radios	Generators
Snowmobiles	Welder/ torches
Trucks	Lifting devices
Utility Vehicles	Ropes

Job Description/Function:

- An emergency involving a lift shall be evaluated and confirmed by a Lift Mechanic, Supervisor, or Department Manager.
- CA Passenger Tramway Regulations will be adhered to under conduction of evacuation procedures.
- Snowmobile operators shall be made available by the Lift Maintenance Department to be used for the transportation of equipment and people.

Action Plan:

- ☐ Evaluate and confirm the existing condition of affected lift
- ☐ Make evacuation decisions following company/ CA Tramway Board guidelines
- ☐ Notify Dispatch of situation and resources needed
- ☐ Be ready with appropriate plans and profiles of specifications required for stabilization, rigging, and evacuation
- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ Gather available personnel in one location and record names
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Lift Operations

Emergency Responsibilities:

Transport (chair lifts and snowmobiles)
Crowd Control

Outside Agency Interface:

Northstar Fire
Placer County Sheriff

Equipment Mobilization:

Radios
Landlines
Snowmobiles
Hand Tools

Job Description/Function:

- Lift personnel will not restart a malfunctioning chairlift until it has been inspected and cleared by Lift Maintenance.
- CA Passenger Tramway Regulations will be adhered to under conduction of evacuation procedures.
- General manpower will be made available to assist rescue/evacuation efforts.

Action Plan:

- ☐ Prepare lifts for evacuation following company/ CA Tramway Board guidelines
- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ Gather available personnel in one location and record names
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Lodging

Emergency Responsibilities:

Shelter for response crews
Shelter for impacted guests
Supplemental transportation of guests or employees

Outside Agency Interface:

Northstar Fire
Placer County Sheriff

Equipment Mobilization:

Onsite lodging quarters
Conference/banquet rooms
Courtesy shuttles

Job Description/Function:

- The Incident Commander will assign Lodging a given role as it relates to the event.
- Provide lodging and shelter in place for emergency workers, employees, and stranded guests.

Action Plan:

- ☐ Unlock rooms and quarters as needed
- ☐ Inventory lodging supplies in preparation for use
- ☐ Stage courtesy shuttles for transport readiness
- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ If authorized by Incident Commander, call in off duty operators
- ☐ Gather available personnel in one location and record names
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Race Crew/Events

Emergency Responsibilities:

Transportation (snowmobiles)
Manpower as needed
Crowd control

Outside Agency Interface:

Placer County Sheriff
Event Organizer

Equipment Mobilization:

Radios
Snowmobiles
Generator
Barrier fencing

Job Description/Function:

- Snowmobile operators may be called upon to act as transport personnel. This includes the transport of people, equipment, and documents to various incident related locations.

Action Plan:

- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ If authorized by Incident Commander, call in off duty operators
- ☐ Gather available personnel in one location and record names
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Security

Emergency Responsibilities:

Scene command
First response and scene evaluation
Building access
General security measures

Outside Agency Interface:

Northstar Fire/ Truckee Fire (EMS)
Placer County Sheriff
CalFire

Northstar Medical Clinic
CalTrans
CA Highway Patrol

Equipment Mobilization:

Radios
First aid supplies
Trucks
AEDs
Resort key system

Job Descriptions/Function:

- Security will confirm, evaluate, and communicate the existence and extent of a major base area incident to the appropriate personnel.
- Responders will take actions consistent with training and preparedness.
- Staff will maintain security of affected area and/or Incident Command Center.
- Staff will respond to any ongoing guest security concerns.

Action Plan:

- ☐ Confirm the existence, nature, size, and seriousness of the incident
- ☐ Activate outside agency response
- ☐ Communicate incident to appropriate personnel
- ☐ Organize personnel in such a way as to promote the possibility of continuing day to day business
- ☐ Maintain security measures consistent with daily operations

Department: Ski Patrol

Emergency Responsibilities:

Scene command
Hazard evaluation and stabilization
First response and scene evaluation
Field triage
Rescue strategies
First Aid

Transport of the injured
Initial coordination of all medical response
Evacuation of stranded guests
Accident investigation
General rescue procedures

Outside Agency Interface:

Northstar Fire, Truckee Fire (EMS)
CareFlight/ Calstar
Placer County Sheriff
Tahoe Forest Hospital

Northstar Medical Clinic
Placer County Search & Rescue
Nevada County Search & Rescue
Renown Hospital Reno

Equipment Mobilization:

Mountain radios
Evacuation equipment
Toboggans
Trucks
Snowmobiles
AEDs

Job Descriptions/Function:

- Ski Patrol will confirm, evaluate, and communicate the existence and extent of a major on-mountain incident to the appropriate personnel.
- Responders will take actions consistent with rescue training and the standards of emergency care.
- Management will establish rescue headquarters at the appropriate locations.
- Dispatch will deploy rescue personnel unless relieved by higher ranking city, county, or state authorities.
- Accident Investigation team will begin tasks as soon as possible within the constraints of the incident at hand.

Action Plan:

- ☐ Confirm the existence, nature, size, and seriousness of the incident
- ☐ Activate Ski Patrol response
- ☐ Communicate incident to appropriate personnel
- ☐ Coordinate rescue/ medical/ evacuation processes and teams
- ☐ Organize personnel in such a way as to promote the possibility of continuing day to day business

Department: Ski & Ride School

Emergency Responsibilities:

Manpower
Leadership positions
Crowd control

Outside Agency Interface:

Placer County Sheriff

Equipment Mobilization:

Radios

Job Description/Function:

- Due to the considerable number of Ski & Ride School instructors available on any given day, this department's overall contribution may be as a human resource pool.
- Instructors may be used as on hill transportation, crowd control, or security, among other duties.
- Administrators may be assigned to the Incident Command Center to assist.
- Supervisors may be called upon to assume leadership positions in the area of crowd control.
- Ski & Ride School may be asked to alter or reduce their normal daily operations; this request will come from the Incident Commander.

Action Plan:

- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ Gather available personnel in one location and record names
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Snowmaking

Emergency Responsibilities:

On mountain transportation
Provision of labor needs
Heavy equipment needs
Water

Outside Agency Interface:

Northstar Fire
CalFire
Northstar Community Services District

Equipment Mobilization:

Radios
Snowmobiles
Vehicles
Generators/ power tools
Headlamps
ATVs/ UTVs

Job Description:

- Snowmobile operators may be assigned to transportation groups.
- Resort management shall determine if the snowmaking operation will continue to run during an incident and inform Snowmaking Manager of decision.
- It may be necessary to charge the snowmaking system with water for assistance in fighting a fire; the order to do so will come from the Incident Commander.

Action Plan:

- ☐ Maintain adequate manpower for the snowmaking operation if so directed
- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ Gather available personnel in one location and record names
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Department: Transportation

Emergency Responsibilities:

Transport (busses and shuttles)
Manpower
Crowd control

Outside Agency Interface:

Placer County Sheriff
CalTrans
CA Highway Patrol
Northstar Fire

Equipment Mobilization:

Radios
Busses
Shuttles

Job Description/Function:

- The manager may be called upon to help facilitate evacuation of guests and employees either down from the mountain or to the designated offsite meeting location.
- Drivers shall be available to move the impacted individuals to the necessary locations using the resort's bus and shuttle system.
- The Transportation Department may be asked to alter or reduce their normal operations; the request will come from the Incident Commander.

Action Plan:

- ☐ Stage vehicles and drivers in preparation for quick dispatch
- ☐ Assess current status of daily routine within notification of major emergency
- ☐ Assess available personnel; if possible minimize interruptions of daily routine
- ☐ Locate and recall personnel
- ☐ If authorized by Incident Commander, call in off duty operators
- ☐ Track names and destinations of personnel as they are dispatched to various locations

Emergency Response Program

Training and Review

This document outlines actions that Vail Resorts, Northstar California Leadership and employees may take in the event of an emergency. The ERP serves a guide for resort management and staff to effectively manage the response to the event or incident. Actual circumstances may require actions that are varied from or not covered in the ERP.

Leadership and employees will be trained and review their Emergency Response Plan on a seasonal basis. Below are training and review requirements.

- Employees should be trained to their EAP for the facilities they work in
- Resort Leadership will review the local ERP on a seasonal basis
- Before the start of the winter and summer operating seasons resort leadership will conduct a Table Top Exercise to review and practice ERP protocols

Each resort is encouraged to review ERP protocols with local Emergency Response Government agencies and participate in multi-agency Table Tops and Scenario based training.

Northstar California Emergency Response Plan Elements

Incident Action Plans

Incident Action Plans (IAP) are the heart of the ERP and provide clear, concise guidance for Response teams including an Incident Command team to help organize a potentially chaotic situation. Another key element of the ERP is the establishment of specific roles of individuals and departments during an emergency.

Key programs such as the IAPs are located in the beginning of this plan so that they may be quickly referenced in an emergency situation. Key supporting documentation is located in the various appendices at the end of this document.

Emergency Action Plans (EAP)

In addition to the ERP, occupied Northstar California facilities will have individual facility action plans per location. EAPs are designed to provide all employees guidance during the first few minutes of an emergency. If the situation is expected to escalate, ERP procedures shall be implemented by management. EAP include basic response guidance and should be well understood by all employees. EAP maps should be posted in areas that are readily accessible to employees such as break rooms and at time clocks. Employees will be trained to their facilities' emergency procedures annually and if a procedure or infrastructure changes.

General Employee Procedures for Emergency Response

All Northstar California employees should be trained to take the following steps if they witness or affected by an emergency event:

1. Ensure personal safety
2. Ensure guest safety
3. Contact Dispatch
4. Call 911 if unable to reach Dispatch
5. Follow incident-specific instructions
6. Do not discuss the incident with media or guests; refer questions to the Communications Manager
7. Await further instructions from leadership

Employees should also be trained to relevant specific incident plans such as Bomb Threat and Employee Violence Procedures.

Incident Action Plans

Effective incident management is directly related to the organization's ability to execute an Incident Action Plan. Draft IAPs have been provided for many incidents, but must be further developed and specialized to the individual resort.

IAP development should include the following elements:

1. Situational Analysis including Impact Analysis, Damage Assessment, and Needs Assessment
2. Develop Incident Objectives* and Strategy
3. Conduct a Planning Meeting
4. Prepare IAP that takes advantage of internal and external resources
5. Brief leaders on incident objectives and operational tactics
6. Execute IAP tactics

*COO/GM or Manager on Duty will define the objectives for the specific incident and delegate to the Incident Commander.

A Vail Resorts standardized IAP template can be found in Appendix B.

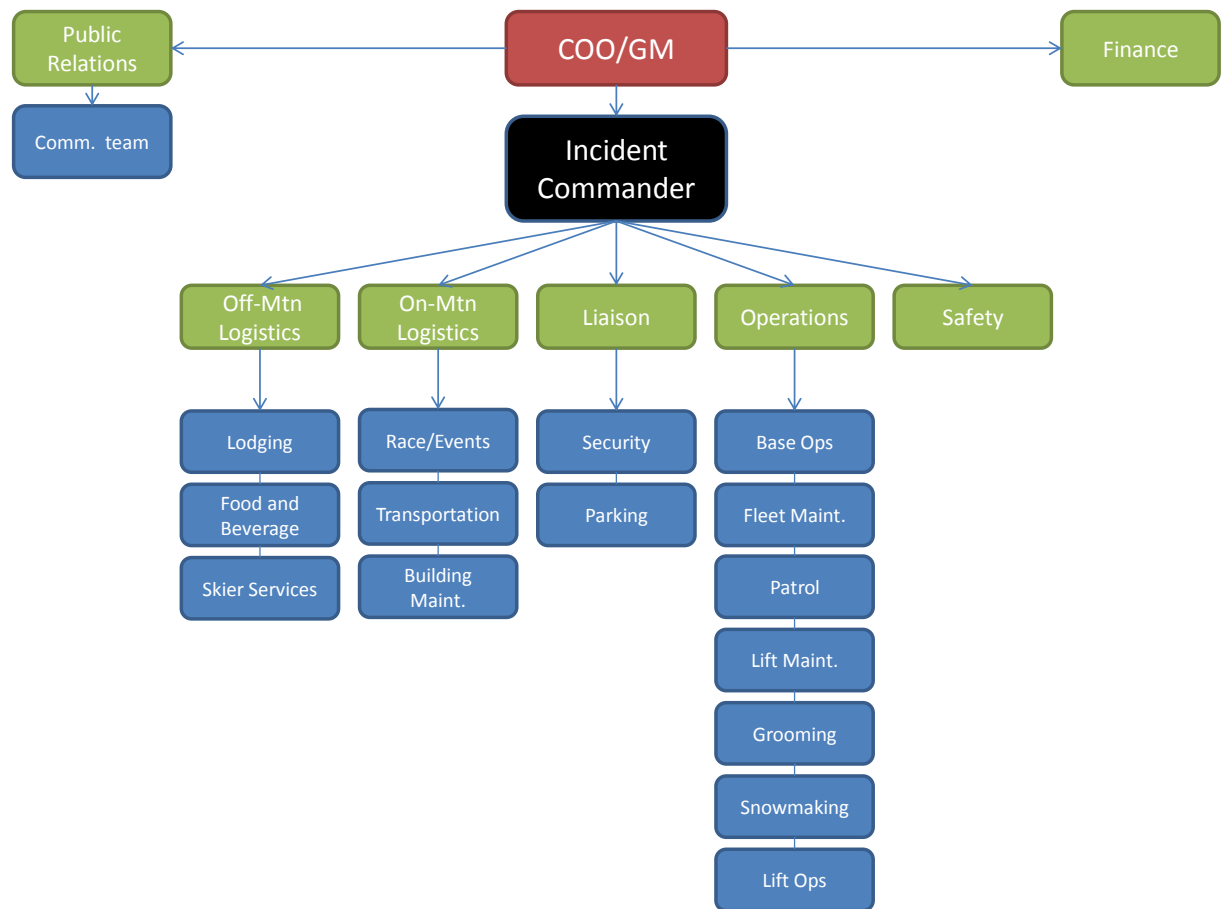
Completed IAPs are located in the beginning of this plan so that they may be quickly referenced in an emergency situation.

Incident Command Team

An Incident Command Team (ICT) is a systematic tool used for the command, control, and coordination of emergency response. The purpose of the incident command team is to create clear structure and organization so Northstar California can respond to emergencies effectively.

The Incident Commander determines if an event or incident merits the activation of an Incident Command Team. The resort COO / GM can also initiate the ICT for an event or situation as needed. Each team member will be responsible for specific duties related to their functional areas. The team is expected to work together to ensure effective management of Northstar California's resources in response to emergencies. Depending on the severity of the incident the size of the Incident Command Team may vary.

Incident Command Team Structure



Activating the ICT

Under the direction of the IC, Dispatch will notify staff of ICT activation. Upon activation, designated staff is to report to their respective ICT leader for further briefings and instructions. Circumstances where ICT activation may exist include:

- A Unified Command or Area Command is established for a large incident.
- The Incident Commander indicates an incident could expand rapidly or involve cascading events.
- When an incident occurs that is expected to build over time, such as wildfire.
- A similar incident in the past required ICT activation.
- The GM/ COO directs that the ICT should be activated.
- An emergency is anticipated e.g. wildfire, river flooding, hazardous weather, etc.
- In preparation for planned events.

Personnel on the ICT should allow for rest time in order to remain effective. As personnel change out, it is critical to brief the next person in the role regarding the incident and actions taken before leaving.

Incident Command Headquarters

Depending on the incident severity, Northstar California management may establish an Incident Command Headquarters (ICH). The primary function of an ICH is to coordinate activities above the field level, provide structure for business continuity, and to prioritize demands for competing resources.

In the event of a catastrophic emergency the resort COO/ GM may consider organizing a meeting or call with the Executive Committee to discuss Crisis Management Strategy.

Incident Command Headquarters Locations

Location 1	Northstar Fire Station 31/32
Location 2	CSA Building
Location 3	Northstar Village Conference Rooms

Deactivating the ICT

Often the ICT must remain activated after an emergency or disaster occurs to work through the recovery process. The decision to deactivate the ICT will be made by the Incident Commander in conjunction with COO/GM and other agencies. Deactivation may occur in phases.

After the ICT has been deactivated, an Incident Review will be conducted following incident resolution.

Incident Staging Area

Incident Staging Areas will be assigned and used at the discretion of the Emergency Command Team for the staging of media, medical responders, guests, etc.

Location 1	Castle Peak Parking Lots
Location 2	Village View Parking Lots
Location 3	Ritz Carlton Parking Lot

APPENDICES

Appendix A: Northstar Avalanche Rescue Plan

AVALANCHE REPORTING

If a guest reports an avalanche to you:

- 1) **HOLD the WITNESS!!** or any person reporting an avalanche accident or avalanche occurrence. Keep witness warm and calm.
 - A. Do not allow witness to leave.
 1. If phone contact, take down their phone number
 2. Repeat it back to them.
 3. Write down their full name.
 - B. Identify avalanche location.
 1. Use a trail map to pinpoint the location.
 - C. Number of people caught.
 - D. Time avalanche occurred.
- 2) Notify Ski Patrol
 - A. Call the Ski Patrol Dispatch emergency line:
530-562-3444
 1. Be clear, direct and concise.
 - Dispatch will likely ask to speak to the reporting party so have the witness with you.
 2. If after the ski area is closed, call 911.
- 3) Communicate
 - A. Identify yourself.
 - B. Give your location.
 - C. State that you have a report of an avalanche accident.
 - D. Location of the avalanche.
 - E. Number of potential victims involved.
 - F. Time of avalanche.
 - G. That you are holding the witness.

DO NOT GIVE OUT ANY INFORMATION AS TO THE PROGRESS OF RESCUE OR STATUS OF VICTIMS. ALL INFORMATION TO BE RELEASED THROUGH PRESIDENT/CEO OR MARKETING DIRECTOR

SKI PATROL DISPATCH

1. Confirm a report of an INBOUNDS AVALANCHE over Chan. 1 and tell nearest Patrol Stand-by to prepare a Hasty Search Team and await details.
2. Restrict Radio Traffic.
3. Start Avalanche Rescue Log. (See page 18)
4. Talk to reporting party. Collect as much information about:
 - a. Witnesses
 - b. Location detail
 - c. Number of victims
 - d. Known if victims had beacons on/sending
 - e. Existing avalanche danger
 - f. Time of incident
5. Confirm nearest supervisor en route to establish an incident command post.
6. Dispatch: Hasty Team
7. Dispatch: Avalanche SAR Dog and handler.
8. Confirm additional patrollers to en route to the incident command post (nearest Patrol Stand-by to slide, unless otherwise stated by IC).
9. Confirm location of the reporting party/witness and dispatch appropriate personnel to relocate them to either the ICP or patrol office.
10. Follow Patrol Dispatch protocol as outlined by the Avalanche Rescue Log and assist IC.

DISPATCH ADDITIONAL RESOURCES

By request of the Incident Commander:

- ❖ Notify Placer Avalanche Canine Team, AVALANCHE RESCUE DOGS.
 1. Request via Placer County Sheriff's Department (530) 581-6330. Inform of situation, request dog and inquire estimated time of arrival. Give them a direct phone number where they can call back.
 2. Request that Tahoe Nordic Search & Rescue be dispatched to Northstar Fire Station 32.
- ❖ Call 911, Ambulance available on Stand-by:
 1. Request that one ambulance be sent immediately and that others be made available in case of multiple victims, as well as Truckee Fire Department and Helicopter Care Flight.
- ❖ Request additional manpower or Avalanche SAR Dogs and assistance:

- a. Alpine Meadows Patrol 530-583-4232, ext. 230
- b. Squaw Valley Patrol 530-581-7145 or 581-7260
- c. Sugar Bowl Patrol 530-426-6703

SKI PATROL

Patrollers At Nearest Patrol Stand-By:

1. Assemble Hasty Search Party and Equipment.
2. Upon authorization of the Incident commander proceed with Hasty Search Party to accident site.
3. Close involved or potential hazard areas.
4. Remaining patrollers:
 - a. Begin to gather suitable volunteers from other departments to remain at the top.
 - b. Gather additional probes and shovels.
5. Await instruction from either the IC or Patrol Dispatch.

Patrol Stationed at Distant Stand-Bys:

1. Prepare yourself: clothing, additional food/water, and equipment including: beacon, shovel, and probe.
2. Vista and Zephyr Patrol: Leave one as coverage; send all others to the Incident Command Post. Prioritize snow safety team members and patrollers who have passed their beacon testing.
3. Pluto and/or Lookout Patrol: Await instructions from IC. Your lift may be closed and sweep may be needed.
4. Close potential hazard areas as authorized.
5. Prepare probe and shovel caches.
6. Prepare to go to ICP by quickest means possible upon direction of the IC.

HASTY SEARCH LEADER

(The following information will be kept in the Hasty Search Kit, plainly marked: HASTY. These kits will be located at both Pluto and Lookout Patrol Stand-bys.)

With emphasis on speed and safety:

1. Locate Hasty Search Kit.
2. Secure 2-4 additional patrollers. Instruct them to prepare as quickly as possible.
3. Obtain a brief report from Dispatch including:
 - A. IC en route.
 - B. Possible number of victims.
 - C. Size of slide.

- D. Current patrollers on scene.
 - E. Relay to dispatch the names of all your team members.
- 4. Quickly relay information to your team.
- 5. Safety Check your team:
 - A. PPE: Beacon, shovel, probe, helmet, goggles, and gloves.
 - B. Check that all beacons are on and sending a signal
- 6. Upon authorization of IC, proceed by safe route to accident site.
- 7. Once you arrive at the top of the slide path confirm that the scene is safe and clear of hang fire.
- 8. If unable to avoid potential avalanche hazard, the hazard must be mitigated first. Either with route selection, explosives, or ski cutting.
- 9. Once you've confirmed that the search area is safe ensure that all beacons are switched to search.
- 10. Begin a beacon search. If/when a beacon leads to a probe strike the patroller will mark the spot. Confirm a positive strike with the Hasty Search Leader and move on to try a clear the remainder of the slide path. At this point additional hasty searchers will begin to dig out the marked victim.
- 11. As victims are probed the Hasty Team Leader will relay the information in real time to the IC.
- 12. If the slide path is cleared of any beacon signals assign and begin probing likely catch points of victim's path. Mark AREAS SEARCHED with YELLOW FLAGS.
- 13. Note BOUNDARY of deposition zone; have marked with BLUE FLAGS as soon as possible in order to avoid confusion as additional snowfall and the foot marks of rescuers obscure boundaries. Look for exit tracks as victim may not have been caught and skied out of area without witness's knowledge.
- 14. Flag Victim(s) entrance marks, last seen area(s) and any clues (clothing, skis, poles, etc.). Mark all CLUES with RED FLAGS to help visualize victim(s) trajectory.
- 15. Establish an Accident Site Staging Area.
- 16. Keep IC informed of progress and requirements. You are Accident Site Commander unless relieved by an IC designate. Direct columns as they arrive.

17. If relieved, brief Accident Site Commander and turn over manpower lists.

INCIDENT COMMANDER

(The following information will be kept in the Avalanche IC kit, plainly marked: AVY IC. These kits will be located at both Pluto and Lookout Patrol Stand-bys.)

YOU ARE THE IC UNLESS RELIEVED BY SUPERIOR.

1. Confirm location of slide, designate an Incident Command Post and notify dispatch of your ETA to ICP.
2. Dispatch Hasty Search Party as soon as possible, within less than 5 mins.
 - A. Consult with Hasty Search Party Leader concerning:
 1. Safe Route to the slide path: Is avalanche mitigation necessary?
 2. Can the Accident Site be reasonably confirmed due to witness' familiarity with area?
 3. If accident site cannot be confirmed, witness must accompany Hasty Search Party.
3. Determine if any additional terrain needs to be close and swept, either due to extreme avalanche danger, or to reallocate additional staff to assist with rescue efforts.
4. After arrival to ICP:
 - A. Establish a Scribe and/or and Assistant IC
 - B. Appoint an Accident Site Commander
 - C. Contact dispatch for updates, initial report information, and witness/reporting party information/location.
 - D. Contact dispatched Hasty Search Team Leader for status.
5. Confirm that Patrol Dispatch has notified all resort and village operations managers via cell phone notification.
6. Based on current stage of search determine if/what additional steps are needed.
 - A. For Example:
 1. Stats of Avalanche SAR Dog Team.
 2. If burial victims have been located:
 - a) Additional shovellers, medical response, etc.
 3. If no beacon signals found in slide path area:
 - a) Send an additional hasty search team to probe likely catch points.
 - b) Start organization of Column Teams at ICP or main staging area.
7. Dispatch Second Stage column as soon as personnel and equipment are available. Request any additional equipment if needed.
8. Brief senior management.

SECOND STAGE INSTRUCTIONS

Extended/Column Search

Additional Resources and Preparations:

1. Additional Column Search personnel: Ski School, X-Country Center, Mountain Safety.
2. Resources for additional rescue personnel: warm dry clothing, snow gear, transceiver, shovel, and probe.
3. Establish a Primary Staging Area and a Primary Staging Area Manager to help organize columns and additional resources as they arrive.
4. Food and Beverage: If search becomes lengthy provide meals and breaks to rescue teams.
5. Transportation Vehicles: Cage CATs, snowmobiles and buses as needed.
6. Escort personnel: Draw from Village Hosts, Mountain Safety, Parking and Transportation
7. Departments for arriving emergency personnel, additional equipment, and family members.
8. Establish a Primary Staging Area and a Primary Staging Area Manager to help organize columns and additional resources as they arrive.
9. Establish an On-Site Coordinator/Manager.
10. Secure lighting equipment.
11. Contact Fire Department and Sheriff's Department.
12. Additional manpower for prolonged probing may be requested from Northstar NSP roster. Also at this point other local ski resort patrol staff can be contacted.
13. Rescue Leader shall assess progress of rescue, weather and avalanche hazard continually. Rescue efforts must continue until recovery is made, unless the working conditions become unsafe. (see page 12)

ACCIDENT SITE COMMANDER

Column Search and Scene Management:

(The following information will be kept in both the Hasty Search Kit and the Incident Command Kit in an envelope, plainly marked: ACCIDENT SITE COMMANDER.)

1. Upon arrival at accident site, assign an On-Site Staging Area and/or a scribe.
2. Assume command from Hasty Search Leader. Get complete briefing on rescue

operations.

3. Gather all personnel: Assign teams, Safety Check and Pre-Job Briefing. (see page 19)
4. Establish coarse probe lines (24" x 24" spacing). Determine areas of most likely burial and priority areas for probing. Supervise column leaders and make sure probing is fast, efficient and thorough.
5. Anticipate arrival of Avalanche Rescue Dogs. Make sure probers do not discard any items within 100 feet of debris area. Make sure probers do not urinate within 100 feet of debris area.
6. Supervise shovel crews so that they work fast and properly. Start with a hole large enough to allow for more than one shoveller to work as depth increases.
7. Keep in contact with IC. Advise of progress, timelines and needs.
8. Arrange with main dispatcher and IC for replacement of tired rescuers.
9. All persons leaving the rescue site are to be partners and accounted for by check in at the ICP.
10. Upon arrival of second stage column, see that tent, re-warming equipment, and first aid equipment are set up and ready to treat victim(s).
11. After entire slide has been probed, re-organize probes at bottom of slide and repeat probes. Stagger pattern of probe so as to search between lines of previous probe. Shift new probe lines 15" to side and 12" FORWARD.
12. Resort to fine probing only as directed by the IC.
13. Assess needs for third stage efforts and advise IC.
14. At conclusion of rescue operations, make sure all are accounted for, assign rescuers and equipment groups and have them leave together and check in at ICP in groups. **YOU ARE THE LAST PERSON TO LEAVE THE AREA** (see page 12).

COLUMN LEADERS

1. Meet at the ICP. Follow the instructions of the IC and assemble with your team.
2. Perform group safety check. All proper PPE, relay safe route information, and confirm that everyone has a beacon, shovel and probe.
4. Take additional equipment as assigned by IC or Primary Staging Manager.
5. Relay the names of your party to the IC's scribe.

6. Follow established safe route to accident site.
7. At the rescue site staging area, check in with names of all team members with the Accident Site Commander or scribe. Follow the directions given to you by the Accident Site Commander.
9. When escorting columns back to base, follow established trail to base, and check in at the ICP with the names of your team members. Await further instructions. You may be asked to participate in further rescue efforts.

SECURING AVALANCHE RESCUE OPERATIONS

1. The Accident Site Commander must make sure all members of rescue teams are accounted for before leaving accident site. Accident Site Commander is the last person to leave.
2. Accident Site Commander should make sure all equipment is secured and returned to base area before leaving accident site. All trail markers to site should be picked up on return trip, unless the site is being abandoned due to hazards working conditions.
3. RESCUE LEADER MUST MAKE SURE ALL RESCUERS HAVE REPORTED AND HAVE SIGNED OUT AT CONCLUSION OF RESCUE OPERATIONS.
4. All key personnel (accident site commander, rescue leader, hasty search leader, column leaders, patrol dispatch and scribes) should gather and compile records before leaving the area.
5. Rescue Leader should notify the County Sheriff, and Resort Management that the avalanche rescue operations have ceased.
6. Upon return to base area, all equipment should be returned to a central location as designated by the IC. Equipment should be inventoried and returned to source as soon as possible.
7. All equipment borrowed from other areas, Sheriff/Fire, etc. shall be separated and the IC will make arrangements for its return.
8. Patrol's Snow Safety Team will examine the fracture lines and snow pit data as soon as possible, to prepare a statement as to the cause of the slide.
9. The Incident Commander will prepare a final report as soon as possible.

RELEVANT EQUIPMENT LOCATION

PLUTO STAND-BY

Hasty Search Pack
Incident Command Pack
10 foot Probes & Shovels
Low Angle Rope Rescue Kit

First Aid Equipment
Cascade Toboggans
AED
Trauma Pack
Backboard
Traction Splint
Sled bag

LOOKOUT STAND-BY

Hasty Search Pack
Incident Command Pack
10 foot Probes & Shovels
Low Angle Rope Rescue Kit
First Aid Equipment
Cascade Toboggans
AED
Trauma Pack
Backboard
Traction Splint
Sled bag

MID MOUNTAIN PATROL OFFICE

Headlamps
Additional Probes
Shovels
Flares + Signal Flares
Additional Medical Equipment
Megaphone
Airbags

RESORT MANAGEMENT

1. You will be contacted as soon as possible by Ski Patrol Dispatch via text message and briefed concerning nature of problem and status of rescue, necessity of lift closures, etc.
2. The Incident Commander will update necessary SLT members as needed.
3. Anticipate skiing public reaction to initial lift closure and prepare announcements.
4. Rescue Leader will keep you informed as to progress and will request your assistance when necessary as specific problems arise.

LIFT OPERATIONS

1. Anticipate arrival of additional rescue personnel including: Avalanche Rescue Dogs, County Sheriff's department, Tahoe Nordic SAR and Equipment.
2. Emergency personnel should be directed to the Primary Staging Area.
If these personnel require access to the Incident Command Post via chair lift or gondola please **designate a scribe and assistant** to record all personnel as they load. This information should be relayed to Ski Patrol Dispatch (ext.

3445) immediately. Dispatch may also request that this information is relayed instead to the Primary Staging Manager via cell phone.

3. Family members of the missing are to be escorted to the Public Safety Office.
4. Await additional instructions from the Incident Commander or Primary Staging Manager.

PUBLIC SAFETY

1. Upon notification of an inbounds avalanche
 - A. Notify Ski Patrol Dispatch of any person reported as missing.
 - B. Prepare to receive family members/friends of potential victims.

SKI SCHOOL & TERRAIN PARKS

1. Upon request for assistance, report to the Primary Staging Area, (confirm location with Ski Patrol). You will be assigned as to a role as either a mountain escort or column search assistant.
2. Emergency Personnel Escort - escort arriving personnel to the Primary Staging Area.

Appendix B: Draft Incident Action Plan

Incident Name

Brief definition and/or examples.

Incident Commander	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. COO	#	#	(###)###-####	(###)###-####
2. Alternate Senior Leader	#	#	(###)###-####	(###)###-####
3. Alternate Senior Leader	#	#	(###)###-####	(###)###-####
Site Leader	Call Sign	Radio Channel	Primary Phone	Secondary Phone
1. Applicable Department Leader	#	#	(###)###-####	(###)###-####
2. Applicable Department Leader	#	#	(###)###-####	(###)###-####

DISPATCH CHECKLIST:

- ☐ Track incident progress and occurrences.
- ☐ Restrict radio traffic to emergency communication as necessary.
- ☐ Initiate notification calls via the Incident Notification Chart.
- ☐ Do not discuss incident with media or guests. Refer any questions to the Communications Department.
- ☐ Additional steps as necessary to be listed here.

INCIDENT COMMAND CHECKLIST:

- ☐ Ensure (applicable outside agencies) are notified.
- ☐ Update dispatch with pertinent information and additional requests.
- ☐ Confirm if there are affected and/or injured guests and employees.
- ☐ Activate Incident Command Center and positions as needed.
- ☐ Ensure Communications has been notified and has a statement and communication strategy.
- ☐ Ensure affected departments account for all employees.
- ☐ Consult Northstar Management for guest recovery procedures as needed.
- ☐ Additional steps as necessary to be listed here.

OTHER INVOLVED DEPARTMENTS CHECKLIST:

- ☐ Account for all employees.
- ☐ Additional steps as necessary to be listed here.

Appendix C: Air Ambulance Landing Zones

NORTHSTAR CALIFORNIA AIR AMBULANCE LANDING ZONES

Patrol Dispatch- 530.562.3444

*LZ coordinator will be on **CALCORD Ch 14**. Northstar channel 1 with repeater RX Freq=
153.230 RX Tone=179.9 TX Freq=158.370 TX Tone=179.9*

Bottom of Backside Lift- N 39 15.12, W 120 09.35

Top of Upper Main- N 39 15.39, W 120 07.80

Bottom of Westridge/Jibbom- N 39 14.05, W 120 08.27

Loggers Loop/Ball Park/Top Woods- N 39 15.56, W 120 07.18

Top of Gondola- N 39 15.84, W 120 07.44

Bottom of Martis Camp- N 39 16.644, W 120.08.834

ALTERNATE LANDING ZONES

Rendezvous Bowl- N 39 15.05, W 120 07.94

*Top of Zephyr- N 39 15.304, W 120 08.335
Elev. 7880 ft

*506 rd at Livewire/Toothless- N 39 15.418, W 120 08.240
Elev. 7750 ft

*502a rd at Livewire/Face- N 39 15.668, W 120 08.257
Elev. 7560 ft

*502 rd at Livewire- N 39 15.768, W 120 08.090
Elev. 7249 ft

*903 rd Water Tower- N 39 15.839, W 120 07.900
Elev. 6860 ft

Bottom of Village/Woods- N 39 16.31, W 120 07.13

Challenger/Hells Gate- N 39 14.32, W 120 09.28

Top of Pluto- N 39 14.43, W 120 08.43
Elev. 8610 ft

Special Hazards- buildings, radio towers x2

700 rd/ 900rd Intersection- N 39 15.45, W 120 09.48

Dam at Sawmill Lake- N 39 15.50, W 120 06.690
Elev. 6980 ft

Robie Park- N 39 14.23, W 120 10.25
Elev. 7070 ft

Watson Lake- N 39 13.30, W 120 08.15